

To: Harris County District Clerk's Office, Marilyn Burgess  
From: Katie Short, Director; Amber Weed, Chief of Staff and Policy  
Director; Laila Elimam, Analyst  
CC: Aman Ahluwalia, Community and Governmental Relations  
Administrator, District Clerk's Office; Garg Gayatri, Director  
Performance Analysis, Office of Management and Budget  
Date: March 4, 2022  
Re: **Jury Management Operations**

---

## EXECUTIVE SUMMARY

The Harris County Office of Management and Budget (OMB) and the Harris County District Clerk's Office (DCO) requested that the Commissioners Court's Analyst's Office (the "Analyst's Office") assess the implementation of three strategies for improving jury management:

- Implementation of an electronic jury management system;
- Use of postcard summons instead of paper summons; and,
- Establishment of an outreach program highlighting jury service.

The Analyst's Office consulted the National Center for State Courts (NCSC) on best practices related to jury management operations. Best practices outlined by the NCSC include:

- **Communicate effectively and regularly with judges and their staff regarding needs for jurors.**
- **Assign jurors directly to courtrooms rather than having them report to a central jury assembly room.**
- **Examine juror utilization daily and adjust the number of jurors summonsed accordingly.**
- **If postcards are used for juror summonses to aid with cost, design postcards to look official and invest in a public education campaign to prepare the public for the new summons.**

In the summer of 2020 and in response to the COVID-19 pandemic, the DCO implemented e-Juror, an electronic jury management system, which allows prospective jurors to pre-register online. Since its implementation, the DCO reports that about 94% of pre-registered jurors appear for service. The DCO also reports a decrease in the number of unused jurors (jurors not sent to court). In April 2021, unused jurors accounted for 12.8% of jurors who appeared for duty, compared to 36.9% in 2019.

Interviews were conducted with staff from twelve counties regarding their jury management operations, including Bexar, Dallas, El Paso, Tarrant, and Travis in Texas; Maricopa and Mohave in Arizona; and Alameda, Los Angeles, Orange, San Diego, and San Francisco in California. Data gathered from interviews are supplemented with results from a survey sent by the DCO to district clerks' offices in Texas and around the country.

Key highlights from the assessment include:

#### Implementation of an Electronic Jury Management System

- **All 12 counties assessed use some version of an electronic jury management system** at some point during their summons process.
- **Three counties (Alameda, Los Angeles, and San Diego) commented that automating jury management helped save staff time** as compared to using a paper process in the office.
- **One county, Tarrant, estimates annual savings of \$150,000 by canceling unneeded jurors** through the electronic jury management system in advance of their appearances.
- **One county, Dallas, saw an improvement in juror appearance rates, from 18% to 27%, after implementing a new e-juror system in September 2021.**
- **Four counties (Bexar, Dallas, Los Angeles, and San Francisco) have guidelines with standard jury panel sizes for their judges**, which aids with reducing the number of unused jurors.
- **Two counties (Bexar and Dallas) assign specific trial days to each court to ensure that summoned jurors are more evenly distributed throughout days of the week.**
- **Eight counties (Dallas, El Paso, Tarrant, Travis, Mohave, Alameda, Los Angeles, and San Francisco) require their judges to inform them of their trial needs in advance.**

#### Using Postcards for Summons

- **Five counties (Travis, Maricopa, Alameda, Orange, and San Francisco) use postcards for their initial summons. All five counties indicated that anticipated cost savings motivated their adoption of postcards in their counties.**
- **Orange and Alameda Counties cut costs by 30% and 50%, respectively, when using postcards instead of letters for their initial summons.**
- **Two counties (Orange and San Francisco) reported that postcards have been equally effective in terms of response rates and two counties (Alameda and Maricopa) saw decreases in response rates following implementation of postcards.**

#### Establishment of an Outreach Program

- **Three counties (Bexar, El Paso, and Mohave) engage in informal outreach activities.**
- **Three counties (Travis, Maricopa, and Alameda) have implemented formal outreach programs**, but were unable to provide data on program outcomes.

In moving forward with upgrading its jury management operations, the DCO may choose to consider the following:

- **Automate any processes possible** to save staff time and reduce the paperwork that staff needs to process.
- **Implement postcards for initial summons for cost savings**, though printing on cardstock, using an official seal on the postcard, and launching a public education campaign to highlight the change to avoid a drop in responses from prospective jurors.
- **Develop standard panel size guidelines** for case types to reduce unused jurors.
- **Conduct periodic internal assessments on juror utilization** to adjust the number of jurors summonsed. The DCO may also consider assigning trial days for specific courts and designating “no trial days” on days of the week when utilization is lower.
- **Require courts to submit jury requests in advance to aid with planning.**

## INTRODUCTION

---

The Office of Management and Budget (OMB) and the District Clerk's Office (DCO) requested that the Commissioners Court's Analyst's Office (the "Analyst's Office") conduct a review of the implementation of the three following strategies in jury management operations:

- Implementation of an electronic jury management system and implications for juror summonses, scheduling of jurors, and requesting juries, specifically in decentralized dockets;
- Use of postcard summons instead of paper summons and the implications for cost savings and juror response and appearance rates; and,
- Establishment of an outreach program to highlight the importance of jury service.

The objective of implementing these strategies is to make the jury summons process more effective, in terms of juror appearance and diversity rates, and more efficient, in terms of juror utilization and cost savings.

This report begins with a brief overview of the methodology and background on the Harris County court system and jury management. It continues with best practices from the National Center for State Courts (NCSC), an assessment of electronic jury management systems, postcard summons, and outreach programs implemented in other counties, and concludes with policy considerations.

## METHODOLOGY

---

The methodology of the report included reviewing relevant literature; interviewing representatives of 12 counties (five in Texas and seven outside of Texas) regarding their electronic juror management system as well as juror scheduling, use of postcard summons, and outreach efforts; and reviewing the results from a survey administered by the Harris County District Clerk's Office (DCO).

The Analyst's Office interviewed staff from 12 counties that use electronic jury systems and/or postcard summons—eight of the 12 counties were referred to the Analyst's Office by the DCO; the remaining four counties were selected by the Analyst's Office based on their use of an electronic jury management system and/or postcard summons.

For the assessment of electronic jury management systems as well as juror scheduling, use of postcard summons, and outreach, the Analyst's Office requested data on juror response, juror appearance, juror yield, and juror utilization for FY2019 (pre-COVID) from the 12 counties that were interviewed. While the assessment reflects the best understanding of the information provided, this information was not consistently reported by each county. This information may not have been provided because: the county does not track the requested metrics; the county recently implemented a new electronic jury management system without sufficient time to generate meaningful metrics; or the county defines the metrics differently, making comparisons between counties difficult.

The assessment of the 12 counties interviewed is augmented with data from the DCO's survey; specifically, responses for the following are included in this assessment:

- When jurors receive their date of appearance from a jurisdiction;
- Whether counties send out postcard summons;
- Whether counties impose penalties on prospective jurors who fail to respond to a summons;
- Whether counties offer the option to pre-register for jury service; and,
- Whether counties collect data on juror demographics.

The Analyst's Office also consulted the National Center for State Courts (NCSC) on best practices related to jury management operations.

## BACKGROUND

---

According to the National Center for State Courts (NCSC), there are two measures that assist a court with managing jurors effectively. One is **juror yield**, defined as a “basic measure of efficiency in jury operations that describes the proportion of citizens who are qualified and available for jury service.”<sup>1</sup> A commonly used goal for juror yield is 40%.<sup>2</sup> The second measure is **juror utilization**, defined as how many jurors are used (sent to court for jury selection) once summoned and determined to be qualified. The NCSC states that the measure should be around 73%.<sup>3</sup> Unused jurors are those who are summoned, qualified, and told to appear for service, but are not impaneled with a court.<sup>4</sup> Juror yield and utilization are noted for the counties that provided them. Another measure, **juror appearance**, which is the number of individuals who appear out of the total number of summonses sent, is also noted, where available.<sup>5</sup>

### Harris County Jury Management Operations

Harris County courts include the Harris County District Courts (criminal, civil, family, juvenile, and specialty), County Courts at Law (including criminal and civil courts), Probate Courts, and Justice of the Peace Courts. Currently, the Harris County District Clerk’s Office (DCO) oversees jury management for all Harris County Courts, except for fifteen of the sixteen Justice of the Peace Courts.<sup>6</sup> The Justices of the Peace use the DCO’s website and vendor, Questmark, for mailing summonses, but manage the docket and panels independent of the DCO.<sup>7 8</sup>

### Before the COVID-19 Pandemic

Prior to the COVID-19 pandemic, the DCO summoned jurors via a mailed summons letter with a date and time to appear physically at the County jury facility between four and six weeks in the future.<sup>9</sup> The DCO was unable to communicate with prospective jurors with follow-up calls or other forms of communication until the juror’s date of appearance because the DCO only had mailing addresses for prospective jurors.<sup>10 11</sup> Furthermore, the DCO had no information on whether a case would require a jury for a trial in advance of summoning jurors.<sup>12</sup>

From 2015 to 2019, the DCO sent an average of 530,169 summons each year, with the average appearance rate (number of jurors who appear out of the total number summoned) at 22.7%.<sup>13 14</sup> From July 1, 2020, to June 30, 2021, the number of jury summons mailed by the DCO decreased to 267,979—a 52% decrease from the prior year (558,180 from January 1, 2019, to December 31, 2019) due to a reduction in jury trials during the pandemic.<sup>15 16</sup> All jurors receive not less than \$6 per day as statutorily mandated by Texas Government Code, Chapter 61 for their first day of service, and \$40 a day for every day after.<sup>17</sup>

Unused jurors (jurors not sent to a court for jury selection) pose a challenge for the DCO since jurors who appear but remain unused cannot be summoned again for at

---

<sup>1</sup> The National Center for State Courts (NCSC) breaks juror utilization down into three categories—individuals sent to the courthouse for jury selection; individuals sent to the courtroom for selection; and individuals assigned to a jury panel. The percentages of the three should ideally be 90% each.

<sup>2</sup> The only Justice of the Peace Court that the District Clerk’s Office (DCO) manages jury operations is for Precinct 1, Place 2.

<sup>3</sup> For the years from 2015 until 2019, the DCO measured juror operations for the Calendar Year (January–December). From January 2020 through June 2020, in-person jury trials were halted due to the COVID-19 pandemic, which were resumed in July 2020. Therefore, juror operations for the 2020-2021 year are measured for the period of July 1, 2020, to June 30, 2021, and do not align with Calendar Year.

least 24 months or until the jury wheel is reconstituted, whichever date comes first, thus reducing the pool of available jurors.<sup>18 19</sup> In an effort to increase utilization rates and improve jury management operations more broadly, the DCO implemented or is considering implementing three strategies outlined below:

- Implementation of an electronic jury management system to allow prospective jurors to respond to their summons online as well as facilitate scheduling processes and requests;
- Use of postcard summons instead of paper summons; and,
- Establishment of an outreach program to highlight the importance of jury service.<sup>iv</sup>

### **Implementation of an Electronic Jury Management System**

Since the summer of 2020, in response to the COVID-19 pandemic, the DCO implemented an electronic jury management system called e-Juror, which allows prospective jurors the ability to pre-register, either online or by calling staff.<sup>20</sup> Jurors still receive a letter summons in the mail, but do not receive a date and time to report. Instead, the letter instructs prospective jurors to contact the DCO to schedule their service by logging onto the e-Juror website or calling DCO staff. In addition to scheduling their service, jurors can claim an exemption or disqualification online or over the phone.<sup>21</sup>

Prospective jurors accessing e-Juror and not claiming an exemption or disqualification fill out an online questionnaire to indicate their availability. Prospective jurors are then assigned to the next open session requiring jurors with a date and time for appearance.<sup>22 23</sup> Pre-registration also allows the DCO to communicate with jurors through text messages or email reminders, enables jurors to self check-in, and provides the court administration with the ability to cancel and reset juror registration.<sup>24</sup>

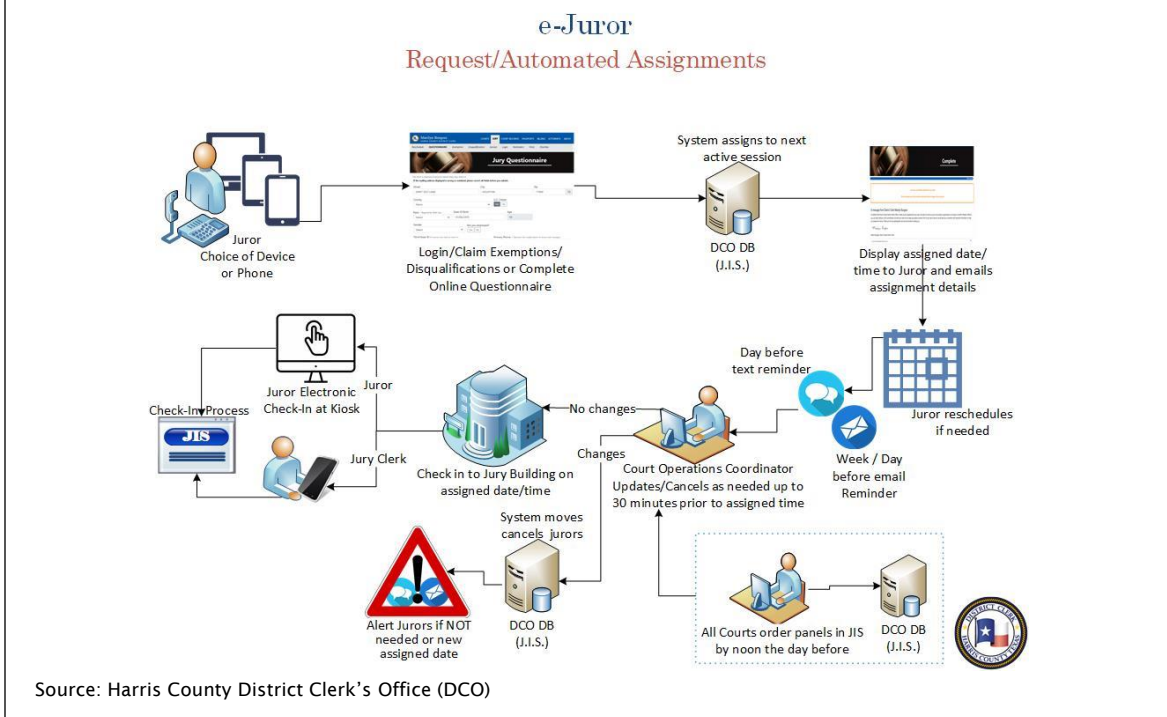
**Figure 1** presents an overview of the e-Juror system.

---

<sup>iv</sup> In addition to the three strategies outlined in this memo, the DCO also explored increasing juror pay to aid with improving appearance rates and diversity of the jury pool. In March 2021, the DCO requested that the Harris County Commissioners Court approve an increase in juror pay from \$6 on the first day and \$40 for subsequent days to \$50 on the first day and \$80 for subsequent days. The pay increase was not approved by the Commissioners Court; however, the Harris County Office of Management and Budget (OMB) recommended that the DCO launch a pilot program for the pay increase once jury operations return to normal and after the disruptions due to the COVID-19 pandemic cease, to collect data on the impact on appearance and diversity rates for future consideration.

Figure 1

## Harris County e-Juror Process



Following the implementation of e-Juror in the summer of 2020, there were several improvements in the management of jury operations. The DCO reports that during the period of July 1, 2020, to June 30, 2021, 95.3% of prospective jurors, who responded to summons, pre-registered online, while 4.7% of prospective jurors, who responded to summons, pre-registered with jury staff.<sup>25</sup> The DCO further found that about 94% of pre-registered jurors appeared for service.<sup>26</sup>

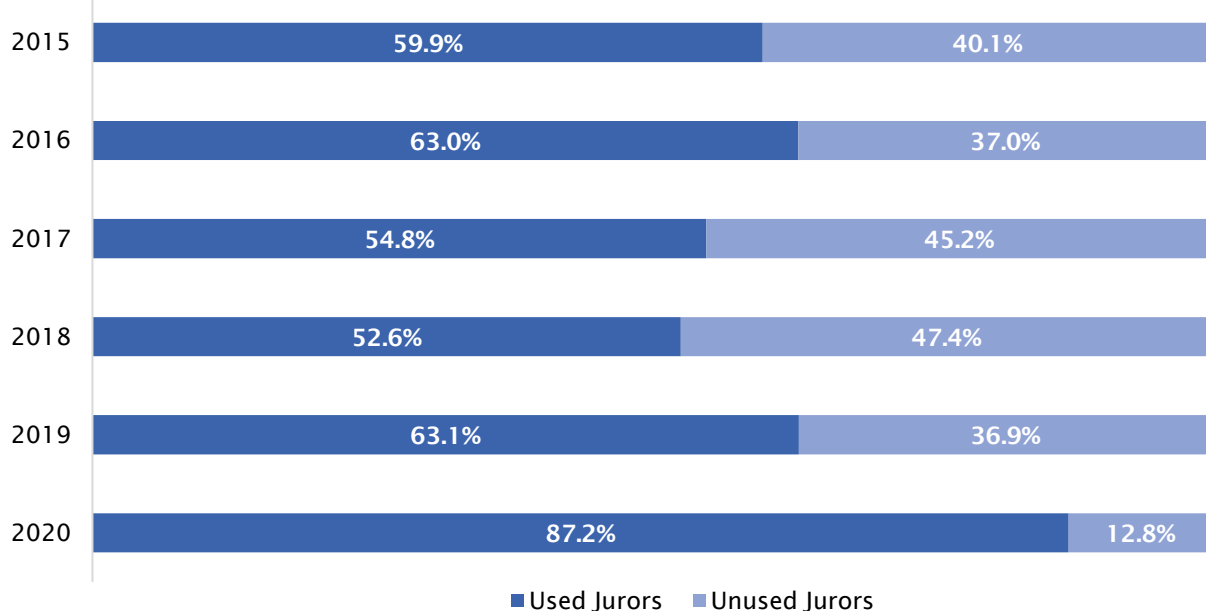
From 2015 to 2019, annual juror utilization rates for Harris County courts ranged from around 53% to 63%, which falls short of the NCSC's goal of 73% for a juror utilization rate. However, following the implementation of e-Juror in Harris County in July 2020, utilization increased to 87% during the period of July 1, 2020, through June 30, 2021.<sup>v</sup> **Figure 2** provides the percentage of jurors that were used (sent to court for jury selection) and the percentage of jurors that were unused (not sent to court for jury selection) from 2015 to 2020.

<sup>v</sup> For the years from 2015 until 2019, the DCO measured juror operations for the Calendar Year (January–December). From January 2020 through June 2020, in-person jury trials were halted due to the COVID-19 pandemic, which were resumed in July 2020. Therefore, juror operations for the 2020-2021 year are measured for the period of July 1, 2020, to June 30, 2021, and do not align with Calendar Year.



Figure 2

## Harris County Juror Utilization Per Year, 2015-2020



Source: Harris County District Clerk's Office

Analysis: Commissioners Court's Analyst's Office

Note: Juror utilization for 2020 is for July 1, 2020 to June 30, 2021.

While the appearance rate fell in 2020, the improvement in the juror utilization rate likely resulted in cost savings due to a reduction in the number of unused jurors to whom the County pays \$6 to appear for their first day in court. **Table 1** includes the number and percentage of jurors summoned, appeared, and used from 2015 to 2020, through the implementation of e-Juror during the COVID-19 pandemic. **Table 1** also includes the total amounts paid to jurors utilized and not utilized. In contrast to the amounts paid in years prior, the high juror utilization rate in 2020 meant that the County only paid \$14,628 to jurors not utilized by the courts.

**Table 1 Harris County Juror Appearance and Utilization Per Year and Total Amount Paid to Jurors Not Utilized Per Year, 2015–2020**

Year	Jurors Summoned	Number of Jurors Appeared	% Appeared	Paid (\$6 for first day)	Number of Jurors Utilized	% Jurors Utilized	Jurors Not Utilized	% Jurors Not Utilized	Total Paid to Jurors Not Utilized
2015	536,600	137,395	25.6%	\$824,370	82,277	59.9%	55,118	40.1%	\$330,708
2016	512,434	126,671	24.7%	\$760,026	79,861	63.0%	46,810	37.0%	\$280,860
2017	477,418	95,901	20.1%	\$575,406	52,579	54.8%	43,322	45.2%	\$259,932
2018	566,214	116,645	20.6%	\$699,870	61,312	52.6%	55,333	47.4%	\$331,998
2019	558,180	124,110	22.2%	\$744,660	78,311	63.1%	45,799	36.9%	\$274,794
2020 <sup>vi</sup>	267,979	19,050	7.1%	\$114,300	16,612	87.2%	2,438	12.8%	\$14,628

Source: Harris County District Clerk's Office (DCO)

Analysis: Commissioners Court's Analyst's Office

<sup>vi</sup>Following the implementation of e-Juror System. Juror operations during the COVID-19 pandemic tracked from July 1, 2020, to June 30, 2021.



The DCO suggests the benefits of e-Juror will continue beyond COVID-19 emergency operations if its implementation is extended past the pandemic, improving the efficiency of jury operations, generating cost savings, and creating a better jury experience more broadly.

### **Use of Postcard Summons Instead of Paper Summons**

Along with implementing e-Juror and extending e-Juror past COVID-19 operations, the DCO also suggests replacing letter summons with postcard summons. Replacement of letter summons with postcard summons can result in annual cost savings of around \$731,633, based on price of postage and average number of summons sent per year from 2015 to 2019 of 530,169.<sup>27</sup> According to the DCO, letter summons costs \$1.755 per summons versus \$0.375 per postcard summons.<sup>28</sup> This means that rather than paying an average of \$930,447 for letter summons annually, the DCO would be paying an average of \$198,813 annually for postcard summons, for a total average annual savings of \$731,633.

### **Establishment of an Outreach Program to Highlight the Importance of Jury Service**

To increase appearance and diversity rates, in February 2021, the DCO launched the “Stand for Justice” awareness campaign, which promoted the importance of jury service through billboards, advertisements on news websites, and radio and social media advertisements.<sup>29 30</sup> The DCO posted three billboards in zip codes with traditionally low jury service participation rates. The billboards remained posted from the campaign’s launch in February until March 31, 2021.<sup>31</sup>

As part of the “Stand for Justice” campaign, the DCO contracted with an external company, Audacy, to launch a social media campaign and additional advertisements on news websites and radio stations to increase awareness on the importance of jury service.<sup>32</sup> The DCO did not establish specific benchmarks during this campaign because it only lasted two months; however, staff indicated that benchmarks would be a priority in a longer campaign with a larger budget.<sup>33</sup> During the two-month period, Audacy reported over 450,144 impressions on social media advertisements through Facebook and 260,314 impressions through other targeted advertisements.<sup>34</sup> Website advertisements were also included on the Houston Chronicle, KTRK ABC 13, and the Defender Network, a Houston news source focused on the African American community.<sup>35</sup>

## BEST PRACTICES

---

This section outlines best practices related to the implementation of an electronic jury management system, including scheduling practices, and the use of postcard summons instead of paper summons from the National Center for State Courts (NCSC).

### **Implementation of an electronic jury management system**

- **Communicate effectively and regularly with judges and their staff regarding needs for jurors.** The NCSC recommends that the office working to recruit jurors proactively initiate communication with the judges' offices to confirm their needs for jurors. For example, the staff working to recruit jurors could proactively reach out by email to judges' staff in advance of a trial to confirm their juror needs. The judges' staff would be required to submit requests for jurors in writing to the jury office by a cutoff time. If the judge's office fails to communicate a need, then the jury office would cancel the jury to reduce unused jurors.<sup>36</sup>
- **Assign jurors directly to courtrooms rather than having them report to a central jury assembly room.** The NCSC recommends assigning jurors directly to courtrooms as opposed to having them report to the central jury assembly room and then assigning them to trials, as needed. This shifts a portion of the responsibility to the judge, who must inform the jurors if the trial has been canceled.<sup>37</sup> More broadly, the NCSC also recommends that judges speak to jurors before they are dismissed to thank them and explain why they are being dismissed. The NCSC emphasizes that jurors are also the constituents of elected judges.<sup>38</sup>
- **Examine juror utilization daily and adjust the number of jurors summonsed accordingly.** The NCSC recommends that jury offices examine juror utilization each day and gradually reduce the number of jurors called per day according to the cases historically being held on each day. The jury office can designate days with fewer trials as "no trial days."<sup>39</sup>

### **Use of postcard summons instead of paper summons:**

- **Design postcards to look official and invest in a public education campaign to prepare the public for the new summons.** The NCSC reports that counties using postcard summons, with online and telephone response options, did not report any negative changes in juror response rates and instead, that counties report cost savings from the use of postcards as opposed to letters.<sup>40</sup>

## ASSESSMENT

---

Representatives of 12 jury offices in counties across the country were interviewed on jury management operations. The select counties have active electronic jury management systems and/or use postcard summons as initial summonses instead of letter summonses. The assessment reviews:

- Implementation of an electronic jury management system;
- Use of postcard summons instead of paper summons; and,
- Establishment of an outreach program to highlight the importance of jury service.

Each section presents common practices and recommendations shared by staff from the following 12 counties.

### TEXAS

- Bexar County
- Dallas County
- El Paso County
- Tarrant County
- Travis County

### ARIZONA

- Maricopa County
- Mohave County

### CALIFORNIA

- Alameda County
- Los Angeles County
- Orange County
- San Diego County
- San Francisco County

**Appendices A through O** provide summaries and details on jury management operations in each of the 12 counties.

The information collected through interviews of the 12 counties are supplemented with data from the Harris County District Clerk's Office (DCO) survey of 78 district clerk's offices in Texas, including Tarrant, Bexar, and El Paso counties, and one county outside of Texas, Maricopa County, Arizona.<sup>vii</sup> The complete list of questions asked by the DCO's survey is in **Appendix P**.

All interviewed counties were asked to define whether their court systems are centralized or decentralized. It became evident that these terms are defined differently in each state. For purposes of this memo, a court system is considered decentralized (like Harris County's court system) if all aspects of a case are managed by the courtroom where the original motion was filed, as commonly defined in Texas. In Texas, a centralized court system refers to a court system with a central docket, where once motions are filed, they can be directed to any judge's courtroom and do not have to remain in the courtroom they were filed for the duration of the case. Decentralized court systems are noted only for Texas counties in the summary table in **Appendix A**.<sup>viii</sup>

---

<sup>vii</sup> The Harris County District Clerk's Office sent the survey to 253 district clerk's offices in Texas and ten large jurisdictions around the country. Of those counties, 79 responded.

<sup>viii</sup> Travis County has District and County Civil Courts on a central docket, where cases are shared among the various civil courts, while the District and County Criminal Court judges handle cases that are specific to their individual courts from the beginning to end.

Jury operations in 11 counties assessed are by-and-large run through a central office, except for Mohave County Superior Court.<sup>ix</sup>

## **IMPLEMENTATION OF AN ELECTRONIC JURY MANAGEMENT SYSTEM**

Counties must issue summonses to solicit jurors. All 12 counties interviewed use electronic jury management systems at some point in the process of summoning or scheduling jurors.

This section provides detail on the use of electronic jury management systems by the counties assessed, including cost savings and improvements in appearance and utilization rates; practices used by counties on pre-registration and assignment of appearance date; and broader scheduling practices used in the counties assessed.

### **USE OF AN E-JUROR SYSTEM**

All 12 counties interviewed use some version of an electronic jury management system at some point during their summons process. Components of an electronic jury management system may include creating a juror list, printing and mailing of summons postcards or letters, allowing jurors to respond to their summonses (including requesting postponements, deferrals, exemptions, and excuses, or completing a questionnaire for eligibility in two-step processes), or pre-registering online, and scheduling jury trials, among others. An electronic jury management system may also provide the jury office the opportunity to communicate with jurors directly before they report to the courthouse.<sup>41</sup>

Seven counties (Bexar, Dallas, Tarrant, Orange, Los Angeles, San Diego, and San Francisco) use one electronic jury management system, developed in-house, or provided by an external vendor, such as Jury Systems Incorporated, Clearview Jury, or Tyler Technologies, for all steps in the jury management process.<sup>42 43 44 45 46 47 48</sup>

Four counties (Travis, Maricopa, Mohave, and Alameda) use more than one electronic system to manage multiple steps in the process.<sup>49 50 51 52</sup> For example, as a court which uses a two-step summoning process, the Superior Court of Mohave County uses its online system for jurors to fill out their eligibility questionnaires, while scheduling occurs through their jury software.<sup>53</sup>

The Analyst's Office was unable to confirm what steps of the process the electronic jury management system is used for in one county (El Paso).

Staff from several counties shared recommendations regarding their implementation of e-Juror. For example, staff in Tarrant and Travis Counties both indicated that their electronic jury management systems require constant updates and testing and emphasized the importance of assigning full-time staff to oversee the management of the systems.<sup>54 55</sup>

Before fully implementing their electronic jury management system, Tarrant County ran two different jury pools for several months to see if the process of qualifying and

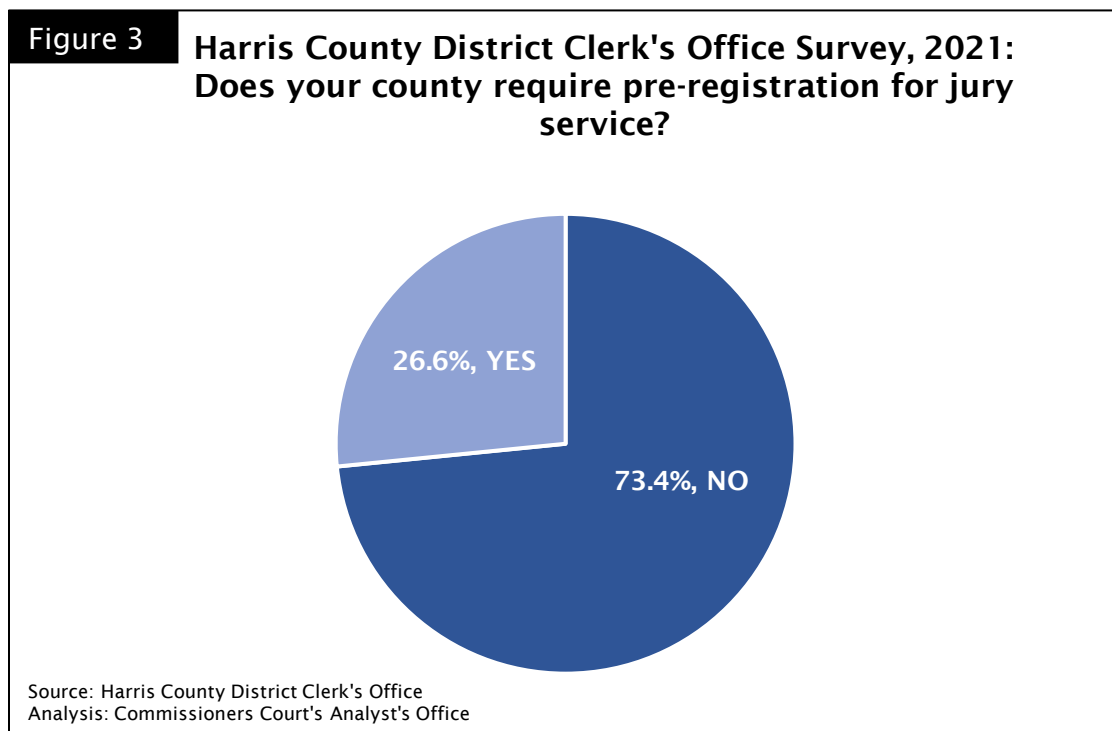
---

<sup>ix</sup>According to the Mohave County Superior Court Clerk, Mohave County Superior Court manages the qualified jury pool, summonses jurors for the Superior Court, and is responsible for paying those jurors. For limited jurisdiction courts, Mohave County Superior Court pulls names from the qualified jury pool and sends them to the limited jurisdiction courts upon request. The limited jurisdiction courts are responsible for creating the summonses and paying those jurors for their service.

scheduling online would yield enough jurors. One jury pool continued operating in the same way that Tarrant County had been operating before and brought jurors to the Central Jury Room to wait to be assigned to their respective courtrooms, while the other jury pool used the online system.<sup>56</sup> Tarrant County found that they had enough jurors for all the courtrooms with the online system and received positive feedback from jurors.<sup>57</sup>

E-Juror systems may also allow pre-registration for service and scheduling a date of service. Pre-registering for service may include allowing a prospective juror to register online, request an excuse or disqualification and/or postponement, or manage their service through other means. Pre-registration may also allow the jury office to communicate directly with jurors through text messages and/or email.

The DCO survey asked counties whether they require prospective jurors to pre-register for service. As demonstrated in **Figure 3**, 26.6% of counties surveyed by the DCO use pre-registration for jury service, either online, through mail, telephone, or through various mechanisms.<sup>58</sup>



The DCO survey also inquired whether counties collect demographic data from prospective jurors. Collection of demographic data usually occurs when jurors register for service, either online or in-person. None of the counties surveyed, apart from Maricopa County in Arizona, ask jurors for demographic information.<sup>59</sup> Only four counties interviewed by the Analyst's Office (Dallas, Maricopa, Mohave, and Travis)

collect, or have started collecting, demographic data through juror self-reporting during the registration process.<sup>x 60 61 62 63</sup>

An additional component of the summons process includes the date and time of service jurors are asked to report to the courthouse, which can either be sent in an initial summons letter or postcard or may be determined by the jury office at a later time. The DCO survey asked when jurors receive their date of appearance in the juror summons process—93.7% (59 out of 63 counties) of the counties that responded to the question indicated that the date of appearance is provided in the initial letter or postcard summons.<sup>64</sup> The remaining counties indicated that the date of appearance is provided during pre-registration, 10 to 14 days prior to the appearance date, or upon being pre-qualified.<sup>65</sup>

**Saving Costs.** When interviewed, three courts (Alameda, Los Angeles, and San Diego) commented that automating jury management has helped save staff time since they no longer process paper in the office.

Staff from the Superior Court of San Diego County added that they transitioned to an electronic retention system and developed a policy for retention through scanning summons, which has likewise helped reduce the amount of paper they have to process and store. Previously, the Court would send the paper summonses to storage facilities, which they paid for.<sup>66</sup>

In Tarrant County, staff reported their online system results in fewer wasted jurors because the County can inform prospective jurors of postponements or cancellations. Reducing wasted jurors results in cost savings. Staff in Tarrant County estimate the County sees annual savings of \$150,000 by canceling unneeded jurors through the electronic jury management system.<sup>67</sup> From 2012 through 2020, the cumulative cost savings for Tarrant County was estimated to total over \$1 million.<sup>68</sup>

**Improving Appearance Rates.** Dallas County staff report an improvement in appearance rates following the implementation of Tyler Jury Manager in September 2021. Before the COVID-19 pandemic, the juror appearance rate was around 18%. Following the implementation of Tyler Jury Manager, the juror appearance rate increased to over 27%.<sup>69 70</sup> Staff attribute the increase to the user-friendly nature of the online response system.

**Improving Utilization Rates.** Maricopa County's downtown Superior Court location reported a juror utilization rate of 91.3% in FY2019, which staff attribute to summoning based on historical show rates from the prior 90–120 days. Staff estimate that about 5% of jurors get excused through the online system before reporting to the courthouse but emphasized that minimizing waste in summoning based on historical show rates is more likely the reason for their high utilization rate.<sup>71</sup>

## SCHEDULING PRACTICES

While using an e-Juror system, counties report implementing a number of practices to schedule jurors. Counties often rely on historical usage data and patterns to summons

---

<sup>x</sup> Travis County collected demographic information through juror self-reporting until 2019. In 2019, the US Census's specific demographic categories were placed into the County's registration system and jurors began to self-report their demographics using the US Census's demographic categories.

jurors; several counties interviewed also implement strategies to reduce the number of unused jurors and make jury operations more efficient.

**Limiting Panel Sizes.** Of the 12 counties assessed, four (Bexar, Dallas, Los Angeles, and San Francisco) have developed guidelines for their judges with standard jury panel sizes.<sup>xi</sup> San Francisco County attributes limited panel sizes, combined with the effort to ensure that judges have worked at coming up with a settlement with the parties before requesting juries, for their over 90% utilization rate.<sup>72</sup> See San Francisco County's guidelines in **Appendix R**.

The Superior Court of San Francisco County emphasized the importance, but also challenge, of establishing guidelines and standards for the number of jurors to be requested by judges for each trial type. However, having those guidelines have greatly reduced the number of wasted jurors for the Court. Staff highlighted the role of buy-in from judicial leadership to implement the guidelines.<sup>73</sup>

Bexar County's local administrative judge also established set panel sizes for the number of jurors permitted for each type of court as part of the COVID-19 operating plan.<sup>74</sup>

**Setting Trial Days.** As part of their COVID-19 operating plan, Bexar County started assigning specific trial days to each court to ensure that summoned jurors are more evenly distributed throughout the days of the week.<sup>75 76</sup> Dallas County also assigns specific trial dates to each type of court.<sup>77</sup>

**Providing Advance Notice of Court Needs.** Eight counties (Dallas, El Paso, Tarrant, Travis, Mohave, Alameda, Los Angeles, and San Francisco) out of the 12 counties assessed require their judges to inform the jury office or staff of their trial needs in advance.<sup>xii</sup>

Alameda, Los Angeles, and San Francisco Counties have cutoff times for judges to request jurors either a day or several days in advance to be able to provide their jurors with updates online or through the Interactive Voice Response (IVR) system on whether they will need to report to the courthouse.<sup>78 79 80</sup> Dallas County also has cutoff times for judges to request jurors either a day or several days in advance for online impaneling.<sup>81</sup>

Dallas County staff indicated that they have started asking judges for the number of requested jurors at least a week in advance with their new Tyler Jury Manager system, allowing staff to pre-assign jurors to courts.<sup>82 83</sup> Select courts in Travis County, including District Civil and County Courts, provide the Travis County District Clerk's Office with an annual calendar on when jurors will be needed for trials.<sup>84</sup> El Paso County courts inform staff of their needs 30 to 45 days in advance, while Tarrant County courts request jurors up to a week in advance.<sup>85 86</sup> Mohave County courts are required to inform staff of their needs no later than two weeks before the trial.<sup>87</sup>

**Conducting Internal Assessments.** Staff from several counties interviewed highlighted the importance of reducing the number of jurors summonsed and minimizing wasted

---

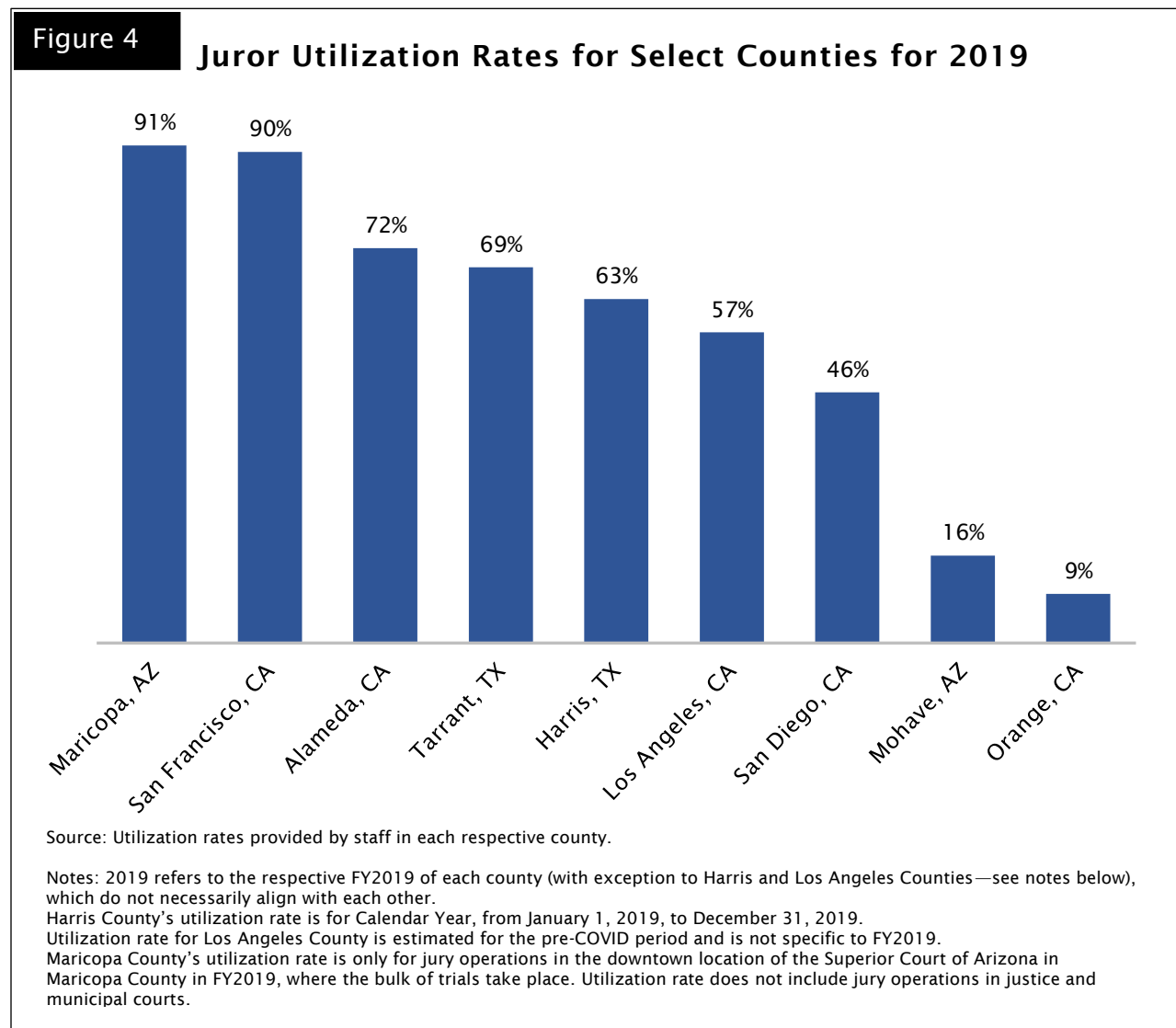
<sup>xi</sup> Dallas County has panel size guidelines for judges based on whether they are District or County courts.

<sup>xii</sup> San Diego County's telephonic reporting locations must make requests by 3:30 PM the day before. Travis County can also accommodate last minute jury requests using supplemental or standby jurors.



jurors. Orange County Superior Court conducted an internal assessment in 2017 that demonstrated that the Court could conduct its jury trials with far fewer jurors than they were summoning. That information motivated the Court to remove about 10% of the jurors they were typically summoning and continue to gradually decrease the number of jurors summoned.<sup>88</sup>

**Figure 4** demonstrates utilization rates for Harris County and eight counties (Maricopa, San Francisco, Alameda, Tarrant, Los Angeles, San Diego, Mohave, and Orange) that provided data to the Analyst's Office for 2019.<sup>xiii</sup> Only two counties, Maricopa and San Francisco, which have utilization rates of 90% or more, meet and exceed the National Center for State Courts' (NCSC) goal of 73%.



<sup>xiii</sup> Utilization rates for 2019 refers to the respective Fiscal Year of each county, with exception to Harris and Los Angeles Counties. For Harris County, the utilization rate is for Calendar Year 2019, from January 1, 2019, to December 31, 2019. For Los Angeles County, the utilization rate is an estimate for jury operations during the pre-COVID period and is not specific to 2019.

Staff from both Maricopa and San Francisco Counties emphasized that their priority is to minimize wasted jurors. Maricopa County indicated that they summons based on historical show rates from the previous 90 to 120 days.<sup>xiv</sup> 89 San Francisco County stressed that they do not call-in jurors for a trial unless they have checked in with judges that all alternatives for settlement have been exhausted and that a trial is moving forward.<sup>90</sup>

## USE OF POSTCARD SUMMONSES

Counties may choose to use postcards instead of letters for their summonses and notices, which are sent to summonsed individuals who do not report on their scheduled appearance date.

This section provides details on the use of postcards for summonses by the counties assessed, including cost savings and improvements in response rates, and practices used by counties to impose penalties.

### USING POSTCARDS FOR SUMMONSES

Five counties (Travis, Maricopa, Alameda, Orange, and San Francisco) out of the 12 counties assessed use postcards for their initial summons.<sup>xv</sup> 91 92 93 94 95 One county, Los Angeles County, uses a letter for their first summons and postcards for their Failure-To-Appear (FTA) notices, which are sent to summoned jurors who do not appear on their scheduled date.<sup>96</sup>

For an example of postcards from Alameda, Orange, Maricopa, and San Francisco Counties, see **Appendix Q**.

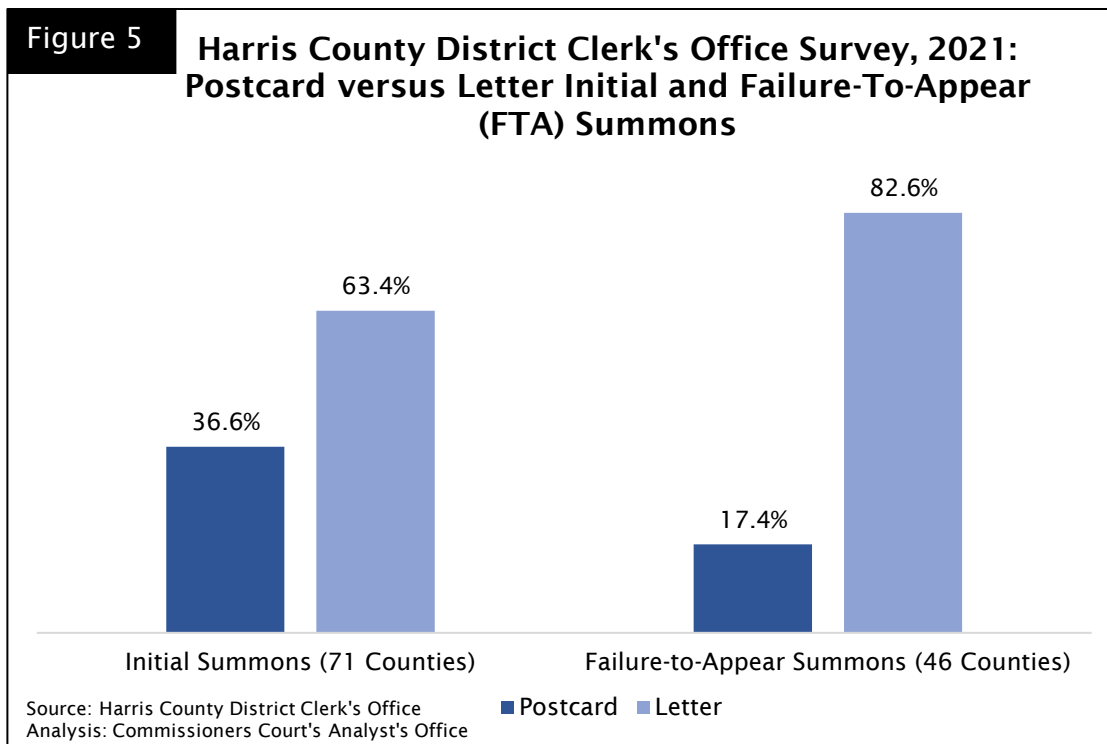
The DCO survey also asked whether counties use postcards or letters for their summons processes as well as for their FTA notices. **Figure 5** presents an overview of the responses received by the DCO regarding the use of postcard versus letter summons.<sup>xvi</sup> As demonstrated in **Figure 5**, most counties use letters for both their initial summons and FTA summons, 63.4% and 82.6%, respectively.

---

<sup>xiv</sup>Maricopa County utilization rate is only for jury operations in the downtown location of the Superior Court of Arizona in Maricopa County in FY2019, where the bulk of trials take place. Utilization rate does not include jury operations in justice and municipal courts.

<sup>xv</sup> Travis County sends an additional postcard to individuals who do not register.

<sup>xvi</sup> Select jurisdictions indicated that they use a "jury summons card," "questionnaire," or did not otherwise specify what they use to summons jurors. These jurisdictions were not counted in the figure.



**Saving Costs.** Staff from six counties (Travis, Maricopa, Alameda, Orange, Los Angeles, and San Francisco) indicated that adoption of postcards in their counties was motivated by anticipated cost savings.<sup>xvii</sup> For example, Orange County indicated that they were able to cut costs on postage by 30% when using postcards as opposed to letters for summonses.<sup>97</sup> Initial cost saving estimates when postcards were implemented in November 2014 was \$100,000.<sup>98</sup>

Alameda County staff estimate cost savings in postage and printing to be at least 50% with postcard summonses when compared with letters.<sup>99</sup> Initial cost savings were estimated at \$50,000 annually when postcards were implemented in 2016.<sup>100</sup>

**Improving Response Rates.** Staff from Orange and San Francisco Counties reported that postcards have been equally effective in terms of response rates.<sup>101 102</sup>

Staff from the Superior Courts of Alameda County and Maricopa County noted decreases in response rates upon implementation of the postcard.<sup>103 104</sup> Alameda County staff indicated that prospective jurors were unsure if the postcards were legitimate, which led the Court to redesign the summons through upgrading cardstock and adding the barcode in two locations because one location was getting torn off in mail processing.<sup>105</sup> Maricopa County staff cautioned that postcards may be harmful when trying to reach lower socioeconomic groups because they tend to be renters more often than other groups, and because postcards tend to get lost more easily in the mail when being delivered to mailboxes in apartment complexes.<sup>106</sup>

<sup>xvii</sup> Los Angeles County uses a letter for their first summons and postcards for follow-up notices.

While reasons for the use of postcards were not addressed in the DCO survey, five out of the total 26 counties surveyed that use postcards for their initial summons indicated that postcards did not have an impact on response rates, while two counties indicated that there was a decrease in response rates following the implementation of postcard summons.<sup>107</sup> The remaining counties that use postcards for their initial summons did not provide information on how postcards impacted response rates.

### **IMPOSING PENALTIES**

The DCO's survey also asked whether counties impose a penalty for ignoring a jury summons. Out of 79 counties that responded, 74.7% surveyed do not impose a penalty for ignoring a summons, while 25.3% of counties implement penalties.<sup>108</sup> Fourteen out of the 20 counties imposing penalties, 70%, rely on a judge's discretion to set the fine. The remaining counties have fines that range from \$100 to \$500.<sup>109</sup>

Counties that were interviewed by the Analyst's Office that impose or previously imposed repercussions for ignoring a jury summons include Dallas County, El Paso County, Los Angeles County, Maricopa County, and Mohave County.<sup>xviii</sup> El Paso County attributes its high appearance rate of 92.5% in FY2019 to its enforcement of jury duty court, in which prospective jurors who ignore the jury summons are required to appear before the court and provide an explanation as to why they failed to report on the scheduled date and time.<sup>110 111</sup>

### **ESTABLISHMENT OF AN OUTREACH PROGRAM**

Counties were asked whether they have an outreach program to encourage greater participation from the public and whether it had an impact on appearance or diversity rates. Six out of the 12 counties assessed have either implemented informal or formal outreach activities.

**Implementing Informal Outreach Activities.** Three counties (Bexar, El Paso, and Mohave) indicated that they engage in informal outreach activities. El Paso County's District Clerk and Mohave County's Clerk report speaking to the community about the importance of jury service, when possible. Bexar County staff indicated that outreach included information shared through the media on procedures related to COVID-19 protections and media coverage of the new virtual system they are using.<sup>112 113 114</sup>

**Implementing a Formal Outreach Program.** Three additional counties (Travis, Maricopa, and Alameda) assessed have implemented formal jury outreach programs, though there was little information about effectiveness. Travis and Maricopa Counties did not provide details about their outreach programs.

Alameda County reported partnering with an external organization, Fogbreak Justice, to initiate a social media campaign, provide posters in high traffic areas, and have judges speak at community centers, among other activities, to spread awareness about the importance of jury service.<sup>115</sup> An additional engagement piece included an opinion editorial in a local newspaper.<sup>116</sup> Staff indicated that there are no data to demonstrate improvements from the efforts and added that they need broader and more sustained efforts.<sup>117</sup> They are currently exploring a partnership with the County's Registrar of

---

<sup>xviii</sup> In Los Angeles County, the monetary sanction is a penalty range established by the California Code of Civil Procedure, which reads that the sanction "may not exceed two hundred fifty dollars (\$250) for the first violation, seven hundred fifty dollars (\$750) for the second violation, and one thousand five hundred dollars (\$1,500) for the third and any subsequent violation."

Voters, which has an outreach campaign for registering emerging voters, who can be a good target population for jury service.<sup>118</sup>

## POLICY CONSIDERATIONS

---

In moving forward with upgrading its jury management operations, the Harris County District Clerk's Office (DCO) may choose to consider the following:

- **Automate any processes possible.** The DCO should automate any processes possible, which may include expanding the implementation of e-Juror. As indicated by staff in Alameda, Los Angeles, and San Diego Counties, automating processes helps save staff time and reduces the amount of paperwork to process.
- **Implement postcards for initial summons.** The DCO may choose to implement postcards for their initial summons like the 26 counties surveyed, and the five counties (Travis, Maricopa, Alameda, Orange, and San Francisco) assessed that use postcards instead of letters for their initial summons. This could create cost savings, though as advised by staff in counties interviewed, the DCO needs to ensure that the postcards are designed to look official through printing them on cardstock. The DCO should also consider investing in a public education campaign to highlight the change to the public per the recommendation of the National Center for State Courts (NCSC).
- **Develop standard panel size guidelines.** The DCO should engage its judicial partners to develop standard panel size guidelines for case types to ensure that panel requests are not excessive as per the practices of Bexar, Dallas, Los Angeles, and San Francisco Counties.
- **Conduct internal assessments on juror utilization.** As recommended by the NCSC and practiced by Orange County and Maricopa County, the DCO should periodically conduct internal assessments and examine juror show rate and utilization to adjust the number of jurors summonsed. If possible, the DCO should consider assigning trial days for specific courts like Bexar and Dallas Counties and designating "no trial days" on days of the week when utilization is lower.
- **Require courts to submit requests in advance.** As per the NCSC's recommendation and practices of eight counties assessed (Dallas, El Paso, Tarrant, Travis, Mohave, Alameda, Los Angeles, and San Francisco), the DCO should consider requiring judges and court staff to inform them of their trial requests by a certain amount of time in advance. The DCO should also consider requiring courts to submit their requests via email or another means and implementing strict cut-off request times for courts as advised by the NCSC.

## APPENDIX A TEXAS COUNTIES, SUMMARY

The following table provides an overview of the five counties assessed in Texas. **Appendices B through F** provide details on the jury management operations of the five counties assessed in Texas.

Summary of Jury Management Operations in Assessed Counties, Texas					
	Bexar County	Dallas County	El Paso County	Tarrant County	Travis County
County Population	2 million	2.6 million	865,657	2.1 million	1.3 million
Courts Served	43+ courts	61+ courts	35 courts	52 courts	39 courts
Court System	Decentralized	Decentralized	Decentralized	Decentralized	Centralized & Decentralized
Jurors Summoned Annually prior to March 2020	250,000	Up to 730,000 <sup>xix</sup>	200,000	200,000	167,137 <sup>xx</sup>
Juror Appearance Rate (pre-COVID)	33%	18%	92.5%	31%	N/A
Juror Utilization Rate (pre-COVID)	Varies <sup>xxi</sup>	N/A <sup>xxii</sup>	N/A	68.9%	N/A
Summons Process	Send letter summons with date and time to appear	Send letter summons and ask jurors to respond online or in-person	Send a questionnaire that jurors are required to fill out online or by mail to determine if eligibility. Eligible jurors receive a letter summons with reporting time and date	Send letter summons and ask jurors to respond online or in-person	Send postcard summons in mail and ask jurors to register online. Sends out additional postcard to jurors who do not register within a certain amount of time. Jurors provide dates they are not

<sup>xix</sup> Includes 100,000 summons for Grand Jury, Special Venire, and new direct summoning to Justice of the Peace courts.

<sup>xx</sup> Average jurors summonsed between FY2017 and FY2019.

<sup>xxi</sup> Staff from Bexar County indicated that juror utilization pre-COVID varied depending on the day. On Mondays and Tuesdays, utilization could be up to 110%, whereas Thursdays, utilization could sometimes be 0% because of fewer trials.

<sup>xxii</sup> Dallas County staff indicated that they currently do not have the utilization rate because their previous jury management computer system, Clearview JMS, did not have the capability to track and produce statistical reports. To provide a utilization rate from their current system, they indicated that they would need additional time since it was implemented in September 2021.



## Summary of Jury Management Operations in Assessed Counties, Texas

	Bexar County	Dallas County	El Paso County	Tarrant County	Travis County
Summons Process, cont.					available. Once they register, jurors receive an automated email with court, date, and time to appear in-person
Scheduling Process	<p>-Before the COVID-19 pandemic, jurors would be summoned daily and assigned to courthouses based on trial need</p> <p>-Following the COVID-19 pandemic, scheduling has been streamlined through assigning court dates to each court. The local administrative judge set the number of jurors permitted for each type of court</p>	<p>-Before implementing Tyler Jury Manager, the County would summons a preset number of jurors to appear without knowing how many courts were going to trial each day</p> <p>-After implementing Tyler Jury Manager, Dallas County began asking judges for the number of requested jurors at least a week in advance, allowing staff to pre-assign jurors to courts for those impaneled online</p>	-Jurors scheduled based on court request. Courts inform staff of needs 30 to 45 days in advance of the trial date	-Staff uses a jury calendar based on historical usage data	-District Civil and County Courts provide the DCO with annual calendar on when jurors will be required for trials. JP, Magistrate, and Probate courts do not have a regular calendar and send requests on an as needed basis. City of Austin's municipal courts hold trials on a quarterly basis
Collects data on juror demographics	No	Yes. Jury staff monitors and collects juror	No	No	Yes. Tracked data with jurors self-reporting their demographics; in

## Summary of Jury Management Operations in Assessed Counties, Texas

	Bexar County	Dallas County	El Paso County	Tarrant County	Travis County
Collects data on juror demographics, cont.		demographics from juror questionnaires			2019, when the US Census demographic categories were used, began having jurors self-report using the US Census demographic categories
Electronic JMS	<ul style="list-style-type: none"> <li>-Yes, recently implemented Tyler Jury Manager</li> <li>-Use Zoom to qualify jurors during the COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>-Yes, Tyler Jury Manager</li> <li>-Used for all steps</li> </ul>	<ul style="list-style-type: none"> <li>-Yes, electronic JMS provided by external vendor</li> </ul>	<ul style="list-style-type: none"> <li>-Yes, developed by Tarrant County staff with Courthouse Technologies</li> <li>-Used for all steps</li> </ul>	<ul style="list-style-type: none"> <li>-Yes, I-Jury developed in-house</li> <li>-Used by jurors. Additional systems used by staff for jury list, summons, and scheduling</li> </ul>
Electronic JMS Effectiveness	<ul style="list-style-type: none"> <li>-No comment on the Tyler Jury Manager</li> <li>-Qualifying jurors through Zoom has resulted in a higher response rate</li> </ul>	<ul style="list-style-type: none"> <li>-Improvement in appearance rate, from 18% before implementing Tyler Jury Manager (pre-COVID) to 27%</li> </ul>	<ul style="list-style-type: none"> <li>-No comment on effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>-Fewer unused jurors because of ability to inform jurors of cancelations</li> <li>-Pre-COVID usage was 77%; increased to 89% during the COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>-98% of summoned jurors register online</li> </ul>
Electronic JMS Cost Savings	<ul style="list-style-type: none"> <li>-No comment on cost savings from Tyler Jury Manager</li> <li>-Qualifying jurors through Zoom has resulted in cost</li> </ul>	<ul style="list-style-type: none"> <li>-Increased appearance rate results in cost savings because of less jurors that must be summoned</li> </ul>	<ul style="list-style-type: none"> <li>-No comment on cost savings</li> </ul>	<ul style="list-style-type: none"> <li>-Estimates annual savings of \$150,000 from canceled jurors</li> </ul>	<ul style="list-style-type: none"> <li>-Initial cost savings from rental facility costs including security and travel costs associated with travel to and</li> </ul>

## Summary of Jury Management Operations in Assessed Counties, Texas

	Bexar County	Dallas County	El Paso County	Tarrant County	Travis County
<b>Electronic JMS Cost Savings, cont.</b>	savings since only impaneled jurors are paid			-In 2020, hit cost savings of \$1 million since 2012	from the rental facility  -Indirect cost savings in terms of saved staff time  -Cost savings through canceling jurors and not having to pay them for their first day of appearance
<b>Postcard for Initial Summons</b>	No	No. Tyler Jury Manager trifold summons are used in place of traditional postcards. No envelope is needed for the double-sided, single-page trifold 8.5x14 summons letter	No. Explored the option, but found it too cost prohibitive to lease a printer	No	Yes. Implemented during the COVID-19 pandemic
<b>Postcards for Initial Summonses Effectiveness</b>	N/A	-Previously implemented traditional, standard size postcards led to decline in appearance rate, possibly due to postcards getting lost in the mail	N/A	N/A	-Have not measured response rates following the implementation of postcard summons

## Summary of Jury Management Operations in Assessed Counties, Texas

	Bexar County	Dallas County	El Paso County	Tarrant County	Travis County
<b>Postcards for Initial Summonses Cost Savings</b>	N/A	-Postcards saved costs on postage	N/A	-Postcards previously used for FTA notices saved \$0.45 per summons	-Postcard summons have resulted in postage cost savings and indirect staff time savings since staff no longer have to process letters
<b>Outreach Program or Activities</b>	No, except for information on procedures related to COVID-19 protections and media coverage	No	No formal program, District Clerk addresses importance of service when presenting in the community	No	Yes. Outreach with the Travis County Public Information Office to highlight importance of jury service; outreach includes African American and Spanish-owned media outlets
<b>Strategies/ Recommendations</b>	<p>-Use of Zoom is a better experience for jurors they do not have to report to the courthouse<sup>119</sup></p> <p>-Use of Zoom is very time consuming, taking about four hours of staff time every morning<sup>120</sup></p> <p>-Only impaneled jurors who appear in the courthouse in person are paid<sup>121</sup></p>	<p>-Attribute increase in appearance to the electronic communication with jurors through outgoing text and email reminders, and incoming juror email correspondence. Increase in appearance also attributed to direct summoning of jurors to the outlying Justice of</p>	<p>-Attribute high appearance rate to jury duty court<sup>124</sup></p> <p>-Increased pay from \$6 to \$7 on first day. Slight increase in appearance from 92.5% in FY2019 to 94.4% in FY2020, when implemented<sup>125</sup></p> <p>-Provide free public transportation and parking. Jurors selected for <i>voir</i></p>	<p>-Mailing summons on Wednesdays and Thursdays forces jurors to go online to get more information instead of calling the jury office<sup>127</sup></p> <p>-Conducted tests regularly with electronic JMS to anticipate problems<sup>128</sup></p>	<p>-Recently implemented an agreement with the public transport system to provide free rides to and from their jury assignment and throughout their trial, if selected<sup>131</sup></p> <p>-Recommends having a team dedicated to maintaining an electronic system<sup>132</sup></p>

## Summary of Jury Management Operations in Assessed Counties, Texas

	Bexar County	Dallas County	El Paso County	Tarrant County	Travis County
Strategies/ Recommendations, cont.		<p>the Peace court locations<sup>122</sup></p> <p>-Contempt court previously implemented positively impacted appearance rate<sup>123</sup></p>	<p><i>dire</i> receive meal vouchers<sup>126</sup></p>	<p>-All judges currently use the electronic system<sup>129</sup></p> <p>-Only jurors who appear in person are paid<sup>130</sup></p>	

## APPENDIX B BEXAR COUNTY, TEXAS

Bexar County Jury Management Operations <sup>133 134 135</sup>	
Population	2 million <sup>136</sup>
Jurors Summoned Annually (pre-COVID)	250,000
Court System	Decentralized. <sup>137</sup> Bexar County's jury operations are handled for over 43 courts, which include District Courts (criminal, civil, and juvenile); County Courts at Law; Justice of the Peace Courts; Probate; and Magistrate Courts. Bexar County also summonses jurors for San Antonio Municipal Court through a contract with the City of San Antonio.
Summoning Process	<p>One-step process. Prior to the COVID-19 pandemic, Bexar County summonsed their jurors by sending a summons and providing jurors with a certain day to appear on Monday through Thursday. Jurors would report to the basement of the Justice Center, where they would wait to be assigned to courtrooms.<sup>138</sup> Usage tended to be higher on Mondays and Tuesdays since those were the days that most judges held their trials. Bexar County reports that a little more than 33% of those summonsed would appear for service, meaning that 95% of those who were projected to report appeared for service.</p> <p>However, the County recently changed its operations, in part due to the COVID-19 pandemic and transitioning to online trials, as well as the implementation of a new electronic jury management system with Tyler Technologies, which includes Tyler Jury Manager. Tyler Technologies allows Bexar County to summon jurors and permits jurors to pre-register online as well as submit requests for exemptions, disqualifications, and postponements.</p> <p>As a result of the COVID-19 pandemic, Bexar County began summoning jurors by Zoom. Upon receiving their jury summons by mail, jurors respond to their summonses by registering online. Next, jurors receive an email or text message confirming their registration and are provided with a virtual Zoom location to report to with an appearance date. Jury Staff qualifies jurors and takes care of any postponements or exemptions that were not addressed during the online registration process in breakout rooms of 50 to 80 jurors.<sup>xxiii</sup> Jurors are impaneled online and instructed to report to a virtual trial or the courthouse on the next day.</p> <p>Juror yield is around 28% of the total jurors summonsed when taking into consideration jurors who will request postponements, excuses, exemptions, and failures-to-appear.</p>

<sup>xxiii</sup> Jurors may make a request for an exemption online, but not all exemptions are automatically granted and may require a prospective juror to provide additional paperwork or information.

## Bexar County Jury Management Operations<sup>133 134 135</sup>

Scheduling Process	<p>Prior to the COVID-19 pandemic, Bexar County would summons about 1,600 jurors daily to the Justice Center and assign them to courthouses accordingly. Judges would request jurors on the same day.</p> <p>Following the COVID-19 pandemic and implementation of the Zoom summoning process, scheduling has been streamlined by assigning court dates to each court. In addition, the Bexar County Local Administrative Judge set the number of jurors permitted for each type of court (criminal, civil, etc.) to prevent courts from requesting an excessive number of jurors per day.</p> <p>Bexar County's utilization rates are usually around 90-100% with the use of the Zoom qualifying system.<sup>139</sup></p>
Collect Data on Juror Demographics	<p>Bexar County does not collect data on juror demographics; however, the recently implemented Tyler Technologies system can report whether jury summons are summoning individuals equally from across Bexar County's zip codes. Bexar County reported that they have not yet run this analysis.</p>
Electronic Juror Management System	<p>Bexar County indicated that there is no difference between the old and new electronic management system recently implemented with Tyler Technologies. Most of the change has occurred with the use of Zoom to summons and qualify jurors as well as create online panels.</p> <p><b>-Effectiveness:</b> Bexar County indicated that switching to the online Zoom platform has resulted in a higher response rate, in part due to the role that the media played in publicizing the changes.</p> <p><b>-Cost Savings:</b> Bexar County indicated that using Zoom to summons and qualify jurors has resulted in cost savings since only jurors who are impaneled and required to appear in the courthouse in-person are paid the \$6 per day on the first day or \$40 per day on every day after.</p>
Use of Postcard Summons	<p>Bexar County does not use postcards for summoning.</p>
Outreach Activities or Program	<p>Bexar County has not implemented any outreach programs except for information on procedures related to COVID-19 protections and media coverage of the new virtual system.</p>



## APPENDIX C DALLAS COUNTY, TEXAS

Dallas County Jury Management Operations <sup>140 141 142</sup>	
Population	2.6 million <sup>143</sup>
Jurors Summoned Annually (pre-COVID)	630,000. Up to 730,000 with grand jury summoning. <sup>xxiv</sup>
Court System	Decentralized. Dallas County's jury operations are handled for a total of 61+ courts in the District Courts (criminal, civil, family, and juvenile) and County Courts (criminal, civil courts at law, probate courts, and Justice of the Peace Courts).
Summoning Process	<p>One-step process. Dallas County used to summon jurors by sending them a letter summons, allowing them to respond to their jury summons online or in-person, and then having them report in-person to wait for their court assignment in the Central Jury Room. Average appearance rate in FY2019 was 18%.<sup>144</sup></p> <p>However, the County recently changed its operations, in part due to the COVID-19 pandemic and reduced jury trials, as well as the implementation of a new electronic jury management system with Tyler Technologies, which includes Tyler Jury Manager, Response, Tyler Summons, and Tyler Jury Message, among other features. The new system went into effect on September 13, 2021.</p> <p>In November 2021, the County continued to send jurors summons and ask them to register online using the eResponse online system. The County also began pre-assigning jurors to individual courthouses (civil, criminal, Justices of the Peace) with the date and location of where they will have to report. In the first week of pre-assigning panels, Dallas County civil and criminal courthouses saw around 160 jurors come in a day, with 130 jurors confirming themselves online and 30 coming in with their summons.</p>
Scheduling Process	Prior to implementing Tyler Jury Manager, Dallas County would summons a preset number of jurors to appear daily (each morning) without knowing how many courts were going to trial each day. In addition, Dallas County Jury Services would also summons jurors on a call-in basis daily (in the afternoon) and let them know whether they would need to be present in the afternoon. Following the implementation of Tyler Jury Manager, Dallas County began to ask for the number of requested jurors from judges at least a week in advance, giving the Jury Services Department the ability to pre-assign jurors to courts for those impaneled online. Dallas County's new system also gives them the ability to call or text jurors in the event of a cancelation.

<sup>xxiv</sup> Includes 100,000 summons for Grand Jury, Special Venire, and new direct summoning to Justice of the Peace courts.

## Dallas County Jury Management Operations<sup>140 141 142</sup>

Collect Data on Juror Demographics	Dallas County jury staff monitor and collect juror demographics from juror questionnaires. The new Tyler Jury Manager will generate reports on demographics automatically.
Electronic Juror Management System	<p>While jurors could respond to their jury summons questionnaire online prior to the implementation of the Tyler Jury Manager, Dallas County reports that the new system is more efficient, allows them to text and call jurors, and will allow them to do online impaneling. Dallas County uses the Tyler Jury Manager for all steps in the jury management process, including creating the jury list, summoning jurors, allowing jurors to pre-register and request exemptions, postponements, and managing/scheduling jurors.<sup>145</sup></p> <p><b>-Effectiveness:</b> Dallas County staff report that they saw an improvement in appearance rate following the implementation of Tyler Jury Manager. Prior to the COVID-19 pandemic, the juror appearance rate was around 18%. Following the implementation of Tyler Jury Manager, the juror appearance rate increased to 27%. Dallas County jury staff added that it is too early to tell whether the new system has had an impact on other metrics, such as juror yield, which they do not have sufficient data to report.</p> <p><b>-Cost Savings:</b> Dallas County indicated that implementation of the new Tyler Jury Manager is more efficient because of the increase in the appearance rate, resulting in cost savings each year since Dallas County does not have to summon as many jurors.</p>
Use of Postcard Summons	Dallas County previously implemented traditional, standard size postcards, but recently switched to a trifold letter summons due to Tyler Jury Manager's system requirements. No envelope is needed for the double-sided, single-page trifold 8.5x14 summons letter. In the past, Dallas County indicated that postcard summons saved them money and staff time since they no longer had to process juror questionnaires. This could be because postcards are more likely to be lost in the mail or misplaced by the recipient, and the space to include information on the summons is very limited. The juror is directed to complete their questionnaire online.
Outreach Activities or Program	Dallas County does not have an outreach program.

## APPENDIX D EL PASO COUNTY, TEXAS

El Paso County Jury Management Operations <sup>146 147</sup>	
Population	865,657 <sup>148</sup>
Jurors Summoned Annually (pre-COVID)	200,000
Court System	Decentralized. El Paso County Dallas County's jury operations are handled for a total of 35 courts in the District Courts (criminal, civil, family, and juvenile); County Courts at Law; Probate Courts; and Justice of the Peace Courts. El Paso County's District Clerk's Office oversees jury operations alongside the Council of Judges' Jury Division.
Summoning Process	<p>Two-step process. On a weekly basis, El Paso County mails qualification questionnaires for jurors to complete on i-Juror, or by mail. The questionnaire is used to ensure that jurors are qualified to serve. If jurors are not qualified to serve, they must send in a request for a disqualification, which the jury staff may approve. If the jury staff cannot make that determination, jurors must still report to the central jury room, the Jury Duty Hall, for the judge to determine whether they are qualified to serve.</p> <p>Prior to receiving the summons, jurors will receive an email notification advising them that they will soon receive a jury summons by mail. Jurors receive the reporting date and time for service, which can be a specific courthouse location or the central Jury Duty Hall. Jurors are instructed to call before going to the courthouse to ensure that they are still needed for service. They are also notified by the court via phone/text message if their panel has been canceled.</p> <p>El Paso County's FY2019 appearance rate was 92.5%.<sup>149</sup></p>
Scheduling Process	El Paso County schedules its jurors based on the requests they receive from the courts, who let them know the number of jurors they need based on the type of case. Courts let the District Clerk's Office's Jury Division know a minimum of 30 to 45 days in advance of the trial date.
Collect Data on Juror Demographics	No
Electronic Juror Management System <sup>150</sup>	<p>El Paso County has been using its current electronic jury management system, which is provided by an external vendor, for over 20 years.</p> <p><b>-Effectiveness:</b> El Paso County staff did not comment on the effectiveness of the i-Juror system.</p> <p><b>-Cost Savings:</b> El Paso County staff did not comment on cost savings resulting from the i-Juror system.</p>

<b>Use of Postcard Summons<sup>151</sup></b>	El Paso County does not use postcards, though they considered switching over to postcards for initial summons in the past. However, after developing the postcard, El Paso County determined that the costs were too high for leasing a printer for specifications required for the postcards.
<b>Outreach Activities or Program<sup>152</sup></b>	El Paso County does not have a formal jury outreach program; however, the District Clerk addresses the importance of jury service when presenting information to the community.

## APPENDIX E TARRANT COUNTY, TEXAS

Tarrant County Jury Management Operations <sup>153 154 155</sup>	
Population	2.1 million <sup>156</sup>
Jurors Summoned Annually (pre-COVID)	200,000
Court System	Decentralized. Tarrant County's jury operations are handled for a total of 52 courts in the District Courts (criminal, civil, and juvenile); County Criminal Courts; County Courts at Law; Probate Courts; and Justice of the Peace Courts. Jury trials are also handled for District Family Courts, which typically only have jury trials on average twice a year.
Summoning Process	<p>One-step process. Tarrant County summons jurors by first class mail using an enclosed mailer. Jurors can respond online or by reporting to the Central Jury Room in person. If the juror responds online, they complete an online qualification questionnaire. If they are qualified, they must confirm online they are available to serve. Once jurors are confirmed, they are eligible to receive an online panel assignment. The online panel assignment is emailed to the juror with a link to acknowledge the assignment and complete a supplemental court questionnaire. If jurors do not fill out the supplemental court questionnaire, they are sent a text message and email informing them that they should report to the courtroom 30 minutes early to fill out the supplemental court questionnaire. In most cases, the online qualification allows jurors to bypass the Central Jury Room.<sup>157</sup></p> <p>In FY2019, the appearance rate was 31%.<sup>158</sup></p>
Scheduling Process	<p>Tarrant County puts together a jury calendar 30 days in advance based on historical data. However, courts are also required to order jurors up to a week in advance. If courts require more jurors than usual, they should notify Jury Services at least 30 days in advance.</p> <p>Prior to implementation of the new electronic jury management system (discussed below), jurors would report to the Central Jury Room, wait to be dismissed or assigned to a court, and wait to receive their pay. Implementation of the electronic jury management system has assisted Tarrant County to have jurors report directly to the courtrooms having completed all the necessary paperwork online. Jury Services is able to notify online jurors if the assignment changes or is canceled.</p> <p>In FY2019, Tarrant County had 77,282 confirmed jurors, 53,270 of whom received an assignment to a court for a 68.9% utilization rate.<sup>159</sup></p>
Collects Data on Juror Demographics	No
Electronic Juror Management System	Tarrant County initially developed an in-house jury management system, which they refer to as their legacy system. In 2007, Tarrant County developed a new electronic management system

## Tarrant County Jury Management Operations<sup>153 154 155</sup>

<b>Electronic Juror Management System, cont.</b>	<p>in partnership with Courthouse Technologies (acquired by Tyler Technologies in 2019). The new system allowed Tarrant County to be able to qualify and assign jurors online as well as call, text message, and email jurors. Tarrant County began impaneling jurors online in 2009. Tarrant County uses its jury management system for all steps in the jury management process, including creating the jury list, summoning jurors, allowing jurors to pre-register and request exemptions, postponements, and managing/scheduling jurors.<sup>160</sup></p> <p>Before the complete implementation of the new system, Tarrant County ran two different jury pools for several months to see if the process of qualifying and scheduling online would yield enough jurors. One jury pool continued operating in the same way that Tarrant County had been operating before and brought jurors to the Central Jury Room to wait to be assigned to their respective courtrooms, while the other jury pool used the online system. Tarrant County had enough jurors for all the courtrooms. The County also received positive feedback from jurors.</p> <p><b>-Effectiveness:</b> Tarrant County staff indicate that using the new online system resulted in fewer wasted jurors since they were able to inform jurors of cancelations or rescheduling. It has also been used more widely during the COVID-19 pandemic. Prior to COVID-19, about 77% of qualified jurors responded online. During the pandemic, the number has increased to about 89% of qualified jurors respond online, and 10% respond to the summons in-person.</p> <p><b>-Cost Savings:</b> Tarrant County estimates cost savings of about \$150,000 annually resulting from jurors who are canceled through the electronic jury management system; by 2020, they had hit a saving of over \$1M since 2012.</p>
<b>Use of Postcard Summons</b>	<p>Tarrant County used postcards for a short period of time for their Failure-to-Appear (FTA) summons. The reason Tarrant County used postcards for FTA summons was to try to draw the attention of individuals who did not respond to their initial summons. Tarrant County no longer sends out FTA notices because the response rate resulting from FTAs was not worth the cost of sending them out. However, when postcards were used for FTAs, Tarrant County staff indicated that on average, postcard costs with forms and postage was around \$0.40 compared to sending out an actual summons at a rate of \$0.85.<sup>xxv</sup></p>
<b>Outreach Activities or Program</b>	<p>Tarrant County does not have an outreach program.</p>

<sup>xxv</sup> Postage for the letter summons has increased because of the inclusion of a detachable COVID-19 questionnaire. The letter summons includes the questionnaire, donation letter, and a juror badge.

## APPENDIX F TRAVIS COUNTY, TEXAS

Travis County Jury Management Operations <sup>161 162 163</sup>	
Population	1.3 million <sup>164</sup>
Jurors Summoned Annually (pre-COVID)	167,137
Court System	The Civil District and County Courts are on a centralized docket. The criminal District and County Court Judges handle cases that are specifically assigned to their courts from beginning to end. Travis County's District Clerk's Office handles jury operations for (39) courts which includes District Civil and Criminal, County Civil and Criminal, Justice of the Peace, Probate, Magistrate, and the City of Austin Municipal Courts. The municipal courts are on contract through a Jury Management interlocal agreement that provides jurors to the City of Austin through Travis County's Jury Management Office.
Summoning Process	<p>One-step process. Travis County summons jurors on a weekly basis. Jurors are sent a summons in the mail and register online through I-Jury. Jurors give dates they are not available on I-Jury. Once prospective jurors complete the online registration, they are immediately provided with an automated email that provides the court, date, and time to appear in person for jury selection. Travis County's I-Jury matches individual's availabilities with the court's availabilities.</p> <p>Travis County developed the I-Jury system to impanel jurors through online impaneling in 2002. Prior to implementing the system, Travis County consolidated the jury management system for the District Courts, the County Courts at Law, and the Municipal Court. Jurors were summonsed to a central location where they would be qualified. Availability was discussed and jurors received an assignment to appear on a second day. However, the necessity of implementing an alternative means of impaneling jurors occurred was no longer available. Travis County decided to use I-Jury to assign jurors to a specific court in a pilot program that began in March 2002.</p>
Scheduling Process	The District Civil and County Courts provide yearly calendars for when jury trials are scheduled, which provides the District Clerk's jury office the ability to plan when jurors will be required for trials in advance. In contrast, the Justice of the Peace, Magistrate, and Probate courts do not have a regular calendar and send their requests to the District Clerk's Jury Management Office on an as-needed basis. The City of Austin's municipal courts hold trials on a quarterly basis. Travis County also designates "supplemental" and "stand-by" jurors who are available for last-minute jury requests or to supplement cases that require additional jurors to be added to their jury panel.
Collect Data on Juror Demographics	Travis County collects data on demographics through the I-Jury system, which allowed jurors to self-identify regarding their race/ethnicity. The ability to self-identify changed in 2019 when US Census demographic categories were introduced into the County registration system. Jurors now self-report their demographics using the US Census demographic categories.



## Travis County Jury Management Operations<sup>161 162 163</sup>

<b>Electronic Juror Management System</b>	<p>Travis County has been using I-Jury since 2002 and continues to make upgrades to the system. The system now allows jurors the ability to provide supplemental information, if needed. For example, if a prospective juror is a full-time college student claiming an exemption, they can attach their university schedule to provide proof. Jurors don't have the ability to "attach" documents. Instead, they email their verification to an internal email address.</p> <p><b>-Effectiveness:</b> Though recent statistics are not available, a study from 2007 showed that 85-90% of impaneled jurors used I-Jury.<sup>165</sup> Today, 98% of jurors summoned register online. The study also found that following the implementation of I-Jury, "the presence of Blacks in the venire is slightly higher and the presence of Hispanics is modestly higher," though it adds that whether I-Jury had an impact on this increase cannot be determined.<sup>166</sup></p> <p><b>-Cost Savings:</b> Following the initial implementation of I-Jury, Travis County's impaneling sessions decreased from 24 in 2002 to 10 in 2007, saving the County about \$30,000 in rental facility costs.<sup>167</sup> Additional cost savings were made in indirect staff time.<sup>168</sup> Jurors that register online and whose jury assignment gets canceled prior to their report date, cost savings occur when jurors do not appear and not paid the jury fee. Just as important is the savings to jurors for their time in transportation, paying for parking and traveling to the courthouse when they are notified in advance of the court's trial being canceled.</p>
<b>Use of Postcard Summons</b>	<p>During the COVID-19 pandemic, Travis County switched over to a red, white, and blue postcard summons with the juror number, barcode, and QR code. Travis County has reported that they have not had any problems with the postcard summons, which they attribute to two reasons. First, Travis County believes that maintaining the Sheriff's Office seal on the summons has assisted in making the postcards look legitimate. Second, Travis County added that people can still register in person at the Jury Office. Travis County sends a second postcard summons to individuals who do not respond to the initial postcard.</p> <p><b>-Effectiveness:</b> Travis County has not measured response rates following the implementation of the postcard summons.</p> <p><b>-Cost Savings:</b> Travis County indicated that postcards have resulted in postage savings since they previously sent first class mail summons to jurors. They also pointed to indirect savings in staff time since the staff had to process letters that were mailed in claiming exemptions or disqualifications.</p>
<b>Outreach Activities or Program</b>	<p>Travis County District Clerk's office works with the Travis County Public Information office to reach out to various media outlets to highlight the importance of jury service. Travis County's outreach includes African American and Spanish-owned media outlets.</p>

## APPENDIX G ARIZONA COUNTIES, SUMMARY

The following table provides an overview of the two counties assessed in Arizona. **Appendices H and I** provide details on the jury management operations of Maricopa and Mohave Counties in Arizona.

Summary of Jury Management Operations in Assessed Counties, Arizona		
	Maricopa County	Mohave County
County Population	4.5 million	212,181
Courts Served	27 justice & 26 municipal courts	Seven justice & municipal courts
Court System	N/A	N/A
Jurors Summoned Annually prior to March 2020	400,000	9,364 <sup>xxvi</sup>
Juror Appearance Rate (pre-COVID)	N/A <sup>xxvii</sup>	53.6%
Juror Utilization Rate (pre-COVID)	91.3% <sup>xxviii</sup>	16.0%
Summons Process	Send a postcard summons with the date of service and option to respond online. Jurors are assigned a group number and instructed to call after 5:00 PM on the day before they are scheduled to appear. Report in person if they are instructed to report for jury service	Send a questionnaire that jurors are required to fill out to determine eligibility; then eligible jurors are summonsed through a letter with summons date and time to appear
Scheduling Process	-Summon jurors based on historical demand six weeks in advance of their service, with panels created from jurors that report to the courthouse on the day of service. <sup>169</sup> Courts outside of the Superior Court operations inform the Jury Office of their needs five or six weeks in advance	-Schedule jurors for a specific court and trial. Judges inform them of requests at least three weeks before the trial date
Collects data on juror demographics	Yes, jurors registering online are asked to self-report their demographic information	Yes, started in FY2022

<sup>xxvi</sup> Average of jurors summonsed from FY2017 to FY2020.

<sup>xxvii</sup> Like counties in California, jurors in Maricopa County do not report to jury service unless their group number is called.

<sup>xxviii</sup> For jury operations in the Superior Court of Arizona in Maricopa County Downtown location in FY2019 only. Utilization rate does not include jury operations in justice and municipal courts. Measured as a percent of jurors sent for jury selection, which includes jurors who were utilized in incomplete jury selection (assigned to a jury panel and sent to a courtroom, but not jury was not sworn); selected in completed jury selection (selected juror or alternate); challenged or removed in completed jury selection (excused by preemptory challenge, challenge for cause, hardship when a jury was sworn); and not selected, challenged, or removed in completed jury selection (assigned but not questions or needed to impanel a jury when a jury was sworn).

## Summary of Jury Management Operations in Assessed Counties, Arizona

	Maricopa County	Mohave County
<b>Electronic JMS</b>	<ul style="list-style-type: none"> <li>-Yes, eJuror and Clearview Systems</li> <li>-eJuror system is used for juror registration, while Clearview is used to extract reports, demographics, and other data</li> </ul>	<ul style="list-style-type: none"> <li>-Yes, Jury Systems Inc.</li> <li>-Used to complete qualification questionnaire and request disqualifications, though additional documentation is required for disqualified</li> </ul>
<b>Electronic JMS Effectiveness</b>	-25% of jurors register online prior to their service date. This proportion is slowly increasing	<ul style="list-style-type: none"> <li>-Previous system allowed staff to send text messages, which had the most effective impact on appearance rates</li> <li>-Emails helped decrease the number of calls received by the office</li> </ul>
<b>Electronic JMS Cost Savings</b>	-No cost savings	-No cost savings due to the requirement of sending questionnaires by mail
<b>Postcard for Initial Summons</b>	Yes, implemented in 2012. Currently in the process of redesigning	No
<b>Postcards for Initial Summonses Effectiveness</b>	<ul style="list-style-type: none"> <li>-Impacted response rates negatively in the short-term, but slowly climbed back up once the public accepted the change</li> <li>-Cautioned that postcards may get lost more easily in the mail</li> </ul>	N/A
<b>Postcards for Initial Summonses Cost Savings</b>	-Postcards saved costs on postage	-Previously explored the option of postcards but determined it was not cost-effective
<b>Outreach Program or Activities</b>	Yes. Had an outreach program prior to COVID-19, which they are restarting	Not currently, may implement state-recommended outreach activities. County Clerk talks to the community about service
<b>Strategies/Recommendations</b>	<ul style="list-style-type: none"> <li>-Used to issue Order-to-Show Causes (OSC)<sup>170</sup></li> <li>-Reimburses lost wages up to \$300 per day through Arizona Lengthy Trial Fund if the trial is six or more days<sup>171</sup></li> </ul>	-Transitioned to paying jurors with a debit card instead of a check. Saved \$30,000 to \$50,000 in FY2020 <sup>172</sup>

## Summary of Jury Management Operations in Assessed Counties, Arizona

	Maricopa County	Mohave County
Strategies/Recommendations, cont.		<p>-Used to issue Order-to-Show Causes (OSC)<sup>173</sup></p> <p>-Reimburses lost wages up to \$300 through Arizona Lengthy Trial Fund<sup>174</sup></p>

## APPENDIX H MARICOPA COUNTY, ARIZONA

Maricopa County Jury Management Operations <sup>175 176</sup>	
Population	4.4 million <sup>177</sup>
Jurors Summoned Annually (pre-COVID)	400,000 <sup>178</sup>
Court System	N/A. The Superior Court of Maricopa County has a centralized court system with three courthouse locations. The County has 27 justice courts and 26 municipal courts, most of which the Jury Office oversees summons operations for. A few municipalities, such as Phoenix and Scottsdale, oversee their own operations though they have access to the central Jury Office's electronic JMS.
Summoning Process	<p>One-step process.<sup>xxix</sup> Maricopa County summonses jurors by sending them a postcard in the mail with their date of service and the option to log in to an eJuror System, which allows jurors to qualify for service, request excuses/disqualifications and postponements, or acquire proof of service.<sup>179</sup> Excusal requests are extracted from eJuror daily. The jury staff sort the requests in Excel and forward them to judicial officers that are assigned in a rotation to rule on them. This is done on SharePoint so they can go in and review their rulings and jury staff then update Clearview (JMS). Judges typically excuse about 65% of jurors that request excusal. About 25% of jurors fill out the eJuror questionnaire in advance and half of those request excusals (12%), meaning that about 8% of the total summons pool are excused.</p> <p>Jurors are assigned a group number and are instructed to call a phone number after 5:00 PM on the day before they are scheduled to appear. If their group number is called, they are instructed to report for jury service at the court.</p> <p>If jurors do not register on eJuror online, they report to the courthouse and check-in through a kiosk. The Jury Services Office collects contact and demographic information from those checking in (demographic information is not mandatory). The kiosk is an extension of eJuror. Anything not collected outside of excuse requests is collected in person during check-in. Staff estimates that pre-COVID, juror yield was around 35-40% depending on the time of year.</p> <p>During COVID, the court has also allowed same-day requests if done prior to 10:00 AM. During normal circumstances, demand would require all available jurors to report in the morning. Since operations are much slower during COVID-19, jurors are instructed to call in at 10:15 AM the same day to verify if they need to report or not. If they do need to report, they are to report at 12:30 PM.</p>
Scheduling Process	The Jury Office summonses jurors based on historical demand six weeks in advance of their service, with panels created from

<sup>xxix</sup> County and State Grand Juries are a two-step process.

## Maricopa County Jury Management Operations<sup>175 176</sup>

Scheduling Process, cont.	<p>jurors that report to the courthouse on the day of service.<sup>180</sup> Courts outside of the Superior Court operations inform the Jury Office of their trial needs five or six weeks in advance, depending on the type of court. The Superior Court requests that jury orders be made up until 4:30 PM the night before if an opening is available. Due to COVID, the Jury Office has implemented a reservation system that staggers pick-up times to avoid bottlenecking. There are 15 time slots throughout the day for divisions to choose from. The gap between pick-up times is never less than 15 minutes.</p> <p>Maricopa County's FY2019 utilization rate was 91.3% for the Downtown Superior Court of Arizona in Maricopa County location.<sup>181</sup></p>
Collect Data on Juror Demographics	<p>The Superior Court of Maricopa County collects biographical data through jurors' pre-registration. Jurors registering online or in-person are asked to provide information on their demographics, which the Jury Office uses to compare to census data on a quarterly basis. Staff indicated that this is contingent on the individuals who choose to respond to the request. Jury pool demographics are representative of all demographic groups, except for African Americans, who make up 6% of Maricopa County's population, but only 4.9% of the jury pool.</p>
Electronic Juror Management System	<p>Maricopa County currently uses the eJuror system, which is a platform that was developed in-house and is directly linked to the Clearview system, the jury management operations platform. Staff uses Clearview to extract reports on the number of jurors requesting excuses, the demographics of the jury pool, and other data.</p> <p><b>-Effectiveness:</b> Staff indicated that about 25% of jurors pre-registered online in advance of their service date. This number is growing slowly, but steadily.</p> <p><b>-Cost Savings:</b> Maricopa County staff did not comment on cost savings resulting from the eJuror system, adding that since there was no pre-registration platform prior, there is no benchmark to make a comparison.</p>
Use of Postcard Summons	<p>Maricopa County sends their summons using a postcard, which was implemented in 2012. They are currently in the process of redesigning the postcard.</p> <p><b>-Effectiveness:</b> Staff indicated that implementation of postcards impacted response rates negatively in the short-term but gradually came back once the public accepted the change. Staff also cautioned that postcards may be harmful when trying to reach lower socioeconomic groups because postcards get lost more easily in the mail.</p> <p><b>-Cost Savings:</b> Maricopa County staff indicated that switching to postcards has a significant impact on cost savings, though they did not elaborate on how much was saved.</p>

**Maricopa County Jury Management Operations**<sup>175 176</sup>

**Outreach Activities or Program**

Maricopa County previously had a jury outreach program prior to the pandemic. The Jury Services Office indicated that they are restarting outreach.

## APPENDIX I MOHAVE COUNTY, ARIZONA

Mohave County Jury Management Operations <sup>182 183 184</sup>	
Population	213,267 <sup>185</sup>
Jurors Summoned Annually (pre-COVID)	9,364
Court System	N/A. The Superior Court of Mohave County includes one general jurisdiction court that covers the entire County with 11 judges. Mohave County also has limited jurisdiction courts which encompass both Justice (Justice of the Peace) and Municipal (City Magistrate). There are seven limited jurisdiction courts throughout Mohave. In Mohave County, the Clerk of the Superior Court is the Jury Commissioner for the entire county.
Summoning Process	<p>Two-step process. Jurors are summonsed through a two-step process in Mohave County, which means jurors are sent an initial questionnaire which they are required to fill out to ensure that they qualify for jury service. Part of the reason that Mohave County uses a two-step summoning process is because they have a transit population, with individuals often traveling in and out of the County. If they send summonses directly, they are often returned as undeliverables. Jurors may complete their questionnaire either through the online Jury Systems Incorporated, or by sending it back to the jury staff.</p> <p>The Jury Office creates the pool of eligible jurors after receiving their questionnaires. Eligible jurors are then summonsed through a letter with a date and time to appear. Jurors appear in person and wait in the jury assembly room until they are called to court. Jurors may be impaneled or excused based on their answers to a series of questions that will be asked of them in the courtroom. Mohave County used to have a system that allowed them to send text messages to jurors, but they no longer have that capability. In FY2019, Mohave County's appearance rate was 53.5%.<sup>186</sup></p> <p>Due to the COVID-19 pandemic, Mohave County began using Zoom for questioning jurors for Jury Trials, who would be required to report in person the next morning if they were selected. Jurors selected for Grand Jury are given the option to appear via Zoom or in person throughout their service.</p>
Scheduling Process	Mohave County summons jurors for a specific court and trial. The County ask judges to inform them of the number of trials they will have at least three weeks before the trial date and no later than two weeks before. Mohave County's FY2019 utilization rate was 16%. <sup>187</sup>
Collects Data on Juror Demographics	Mohave County began collecting data on juror demographics in FY2022 due to an Administrative Directive from the Supreme Court.



Mohave County Jury Management Operations	
Electronic Juror Management System	<p>Mohave County's online portal currently only allows jurors to log into the system to complete their juror questionnaire for qualification. Jurors can also go online to submit a request for disqualification, but they are still required to provide documentation to receive the disqualification. Jurors can call or email the jury office with documentation requesting that they are disqualified. In the past, Mohave County had another system that allowed the Court to send text messages to jurors. Jurors could contact the office through email, phone, or fax.</p> <p><b>-Effectiveness:</b> Mohave County indicates that the most effective strategy for increasing appearance rates has been sending reminder text messages in the past system. They also indicated that sending emails decreased the number of calls that were received by the office.</p> <p><b>-Cost Savings:</b> Mohave County staff indicated that they have not been able to save money with the current system since they are still sending questionnaires by mail.</p>
Use of Postcard Summons	<p>Mohave County does not use a postcard for its summons. About ten years ago, they explored postcards, but found that it was not a cost-effective option.</p>
Outreach Activities or Program	<p>Mohave County does not currently have any outreach programs, though the County Clerk often talks to the community about the importance of jury service. Furthermore, the Arizona State Task Force on Jury Data Collection, Practices, and Procedures has made several recommendations on enhancing outreach to jurors through training tools, updating informational videos on jury service, and other activities, which have not been implemented.</p>

## APPENDIX J CALIFORNIA COUNTIES, SUMMARY

The following table provides an overview of the five counties assessed in California. **Appendices K through O** provide details on the jury management operations of the five counties assessed in California.

Summary of Jury Management Operations in Assessed Counties, California					
	Alameda County	Los Angeles County	Orange County	San Diego County	San Francisco County
County Population	1.7 million	10 million	3.2 million	3.3 million	881,549
Courts Served	Five courthouses	37 courthouses	Four justice centers	Four courthouses	Two justice centers
Court System	N/A	N/A	N/A	N/A	N/A
Jurors Summoned Annually (pre-COVID)	800,000 <sup>xxx</sup>	1.85 million <sup>xxxi</sup>	700,000	800,000	312,408
Juror Appearance Rate (pre-COVID)	38%	N/A	75%	21%	14.3% <sup>xxxii</sup>
Juror Utilization Rate (pre-COVID)	72% <sup>xxxiii</sup>	57%	9%	46%	90.1%
Summons Process	Send a postcard summons with reporting and ask jurors to check their group number's status online or through telephone. Jurors	Send a summons letter with reporting service week. Jurors are instructed to use the web portal, My Jury Duty Portal, or to call into the	Send postcard summons and ask jurors to respond online or through phone, email, or mail	Send letter summons in the mail with jurors' call-in period and respond online or through contacting the office	Send postcard summons with a website and QR code, which the jurors can use along with their badge number and

<sup>xxx</sup> This was the number of jurors typically summoned annually before the COVID-19 pandemic. Since the pandemic started, Alameda County has made several changes to its summoning practices; including stopping summons to separate locations and starting to keep people on-call for up to a week to reduce the number of jurors summoned. Since implementing these changes, the Court's numbers have been in flux, with an average of 5,000-6,000 individuals summonsed per week for about 300,000 annually. Court staff indicated that this is likely to change given the uncertainty due to the pandemic.

<sup>xxxi</sup> Based on the Analyst's Office calculation. The Superior Court of Los Angeles County staff indicated that pre-COVID, 35,500 jurors were summoned every week of the year, for a total of 1,846,000 jurors annually.

<sup>xxxii</sup> The Superior Court of San Francisco County does not require everyone who is summoned to report. Summoned jurors only report if their group number is called, and this is determined by a review of whether cases will go to trial.

<sup>xxxiii</sup> Of the 72% sent to the courtroom, 45% of jurors completed their service through being released on a challenge for cause, hardship or stipulation, peremptory challenge, not reached for question, and/or sworn.

## Summary of Jury Management Operations in Assessed Counties, California

	Alameda County	Los Angeles County	Orange County	San Diego County	San Francisco County
<b>Summons Process, cont.</b>	can pre-qualify through e-Juror, but are not required to	automated Interactive Voice Response (IVR) to register or make an exemption request			pin to register online
<b>Scheduling Process</b>	<ul style="list-style-type: none"> <li>-Judges request panels by 3:30 PM the day before they require a jury</li> <li>-The jury office posts reporting instructions by 5 PM the night before</li> </ul>	<ul style="list-style-type: none"> <li>-Judges request panels the night before by a certain time prior to the time jurors are instructed to call the courthouse</li> <li>-Jurors summoned depends on historical data</li> <li>-Follow standard jury panel sizes for various types of cases, which judges adhere to</li> </ul>	-Use historical data for scheduling	<ul style="list-style-type: none"> <li>-Uses historical data for summoning and scheduling</li> <li>-Judges do not make advance requests of the Court regarding needs unless they need more than 150 jurors (request six weeks in advance)</li> </ul>	<ul style="list-style-type: none"> <li>-Schedule jurors based on a master calendar for case types</li> <li>-Follow standard guidelines for the number of jurors to be used in each case</li> </ul>
<b>Collects data on juror demographics</b>	No, but the Court is beginning to look at zip codes and ages of jurors to see where they can target their outreach efforts	No	No	No	No, the Court will start in February 2022 as part of an increased juror pay project
<b>Electronic JMS</b>	-Yes, Clearview through Avenu Insights and Analytics	Yes, the in-house developed Jury Management Information System (JMIS) is the main	<ul style="list-style-type: none"> <li>-Yes, Clearview</li> <li>-Used for all steps</li> </ul>	<ul style="list-style-type: none"> <li>-Yes, Jury Systems Inc.</li> <li>-Used for all steps</li> </ul>	<ul style="list-style-type: none"> <li>-Yes, Jury Systems Inc.</li> <li>-Used for all steps</li> </ul>

## Summary of Jury Management Operations in Assessed Counties, California

	Alameda County	Los Angeles County	Orange County	San Diego County	San Francisco County
<b>Electronic JMS, cont.</b>	<ul style="list-style-type: none"> <li>-Used for online jury interaction and to manage/schedule jurors</li> <li>-Additional vendors create the source lists, printing and mailing summonses, and the Interactive Voice Response (IVR) system</li> </ul>	<p>jury system and database. It is used to track and retrieve juror records on selection, qualification, and service of jurors, obtain statistical information, and request jury panels. Other jury systems like the "My Jury Duty Portal" and Interactive Voice Response (IVR) ping JMS to retrieve needed information, including reporting instructions</p>			<ul style="list-style-type: none"> <li>-Working on automating surveys for questions asked of jurors by attorneys</li> </ul>
<b>Electronic JMS Effectiveness</b>	<ul style="list-style-type: none"> <li>-No comment on effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>-About 50-60% of jurors use the online system to register, My Jury Duty Portal</li> </ul>	<ul style="list-style-type: none"> <li>-Requires minimal intervention by the staff and helps ensure that there are enough jurors on a day-to-day basis</li> </ul>	<ul style="list-style-type: none"> <li>-About 40% of jurors use the online system</li> <li>-Reduces turnaround time for processing disqualifications and postponements</li> </ul>	<ul style="list-style-type: none"> <li>-No comment on effectiveness</li> </ul>

## Summary of Jury Management Operations in Assessed Counties, California

	Alameda County	Los Angeles County	Orange County	San Diego County	San Francisco County
<b>Electronic JMS Cost Savings</b>	-No comment on cost savings	-Cost savings in terms of saved staff time	-No comment on cost savings	-Cost savings through staff time; able to reduce staff by two Full-Time Equivalency (FTE)	-No comment on cost savings
<b>Postcard for Initial Summons</b>	Yes, implemented in 2016	No. Used for failure to respond postcards and Failure-To-Appear notices <sup>xxxiv</sup>	Yes, implemented in 2014	No	Yes, implemented in 2021
<b>Postcards for Initial Summonses Effectiveness</b>	-Response and appearance rates decreased following initial implementation  -Redesigned postcard	-N/A	-Equally effective in terms of response rates	-N/A	-Too early to tell, but no impact on response rates so far
<b>Postcards for Initial Summonses Cost Savings</b>	-Initial estimates of cost savings in 2016 was \$50,000 annually  -Estimated cost savings in postage and printing is at least 50%	-Postcards used for failure to respond and FTA save costs	-Estimate that postcard summons has saved about 30% in postage and printing costs annually	-N/A	-Cost savings due to less expensive postage
<b>Outreach Program or Activities</b>	Yes. Engagement program through an organization called Fogbreak Justice. Activities	No	No	No	No

<sup>xxxiv</sup> Failure to respond postcards are sent to jurors who do not respond to their summons, and a Failure-to-Appear (FTA) notice is sent to jurors who register for service but do not appear on their service date.

## Summary of Jury Management Operations in Assessed Counties, California

	Alameda County	Los Angeles County	Orange County	San Diego County	San Francisco County
<b>Outreach Program or Activities, cont.</b>	included distributing postcards; posting on social media; partnering with local organizations to have a judge speak about jury service; and an opinion editorial published in a local newspaper				
<b>Strategies/ Recommendations</b>	-Moving away from paper towards making the summoning and scheduling process more electronic has facilitated operations <sup>188</sup>	-The online web portal has helped save time for staff since they no longer open and process mailed letters. Automating process, where possible, can help improve efficiency <sup>189</sup>  -Prior to COVID-19, a random subset of jurors that did not respond or appear for service received a failure to respond or Failure-to-Appear (FTA) notice as part of the Court's sanctions program.	-Court determined that it was over summoning jurors in 2017. The Court gradually removed about 10% of the jurors they summoned and continued to gradually reduce the number of jurors summoned <sup>191</sup>  -The Court's objective is to reduce the number of times jurors are summoned by court, from calling jurors every two years to calling	-The electronic JMS has reduced the amount of paper to process in the office <sup>195</sup>  -Transitioned to an electronic retention system and developed a policy for retention through scanning summons has likewise helped reduce the amount of paper they have to process and store <sup>196</sup>  -In 2007, the Court of San Diego County piloted	-Guidelines for the number of jurors to be requested by judges for each trial type are used <sup>198</sup>  -Emphasize the role of buy-in from judicial leadership to implement guidelines <sup>199</sup>

## Summary of Jury Management Operations in Assessed Counties, California

	Alameda County	Los Angeles County	Orange County	San Diego County	San Francisco County
Strategies/ Recommendations, cont.		Prior to COVID-19, 60,000 jurors were selected annually for the sanctions program <sup>190</sup>	<p>them every two to four years<sup>192</sup></p> <p>-The Court invested significant resources in their jury lounge<sup>193</sup></p> <p>-Staff emphasized the importance of designing postcard summons so that they look official<sup>194</sup></p>	sending Failure-to-Appear (FTA) notices, which increased the response rate, but did not have an impact on the appearance rate <sup>197</sup>	

## APPENDIX K ALAMEDA COUNTY, CALIFORNIA

Alameda County Jury Management Operations <sup>200 201 202</sup>	
Population	1.7 million <sup>203</sup>
Jurors Summoned Annually (pre-COVID)	800,000 <sup>xxxv</sup>
Court System	N/A. The Superior Court of California, County of Alameda, has eight courthouses in Alameda County, which are housed in multiple buildings. It is funded through the statewide California Judicial Council. Jurors are summoned to one of two courthouse locations. However, despite having a central jury administration office, prior to the COVID-19 pandemic, five courthouse locations would summons jurors individually. Following the pandemic, the Court began summoning jury pools at two locations and distributing jurors as needed.
Summoning Process	<p>One-step process. The Court summons jurors by sending them a postcard in the mail with their reporting date and information. Jurors can go online, log onto the electronic jury management system, e-Juror, or call in to check their reporting status. They may also pre-qualify themselves using e-Juror, though it is not required. E-Juror also allows them to request an excuse and deferral and be able to receive email and text notices.<sup>204</sup> Jurors are also asked to complete an online juror questionnaire at least six or more days before they are scheduled to serve.<sup>205</sup></p> <p>Jurors are assigned a group number and are on-call for one week from Monday through Friday. If their group number is not called on Monday, they call in or check online to see if their group number gets called on one of the other days during the week and to see their reporting time and location.</p> <p>In FY2019, the appearance rate was 38%.<sup>206</sup></p>
Scheduling Process	<p>Jurors are scheduled based on the needs of the court. Depending on the nature of the case, courts will order between 600 to 1,000 jurors (current operations are limited due to COVID-19 social distancing requirements). Judges let the jury services office know by 3:30 PM the day before they need a jury. Jurors are instructed to check the website and call-in to check reporting instructions. Reporting instructions are posted by 5:00 PM the day before jurors are instructed to report to the courthouse.</p> <p>Pre-COVID utilization was around 72%.<sup>xxxvi 207</sup></p>
Collect Data on Juror Demographics	The Court does not track demographics by race/ethnicity, but staff added that they are beginning to look at zip codes and ages of jurors to see where they can target their outreach efforts.

<sup>xxxv</sup> This was the number of jurors typically summoned annually before the COVID-19 pandemic. Since the pandemic started, Alameda County has made several changes to its summoning practices; including stopping summons to separate locations and starting to keep people on-call for up to a week to reduce the number of jurors summoned. Since implementing these changes, the Court's numbers have been in flux with an average of 5,000-6,000 individuals summonsed per week for about 300,000 annually. Court staff indicated that this is likely to change given the uncertainty due to the pandemic.

<sup>xxxvi</sup> Of the 72% sent to the courtroom, 45% of jurors completed their service through being released on a challenge for cause, hardship or stipulation, peremptory challenge, not reached for question, and/or sworn.



## Alameda County Jury Management Operations<sup>200 201 202</sup>

<b>Electronic Juror Management System</b>	<p>The Court uses a jury management product called Clearview through an external vendor, Avenu Insights and Analytics. Clearview is used to create juror pools that are the basis for the summonses, is the interface for any online juror interaction, and is used to manage/schedule jurors. The process to create the source lists is performed by Avenue Insights and Analytics, outside of Clearview. Alameda County's vendor sub-contracts out the printing and mailing of the summonses. The Interactive Voice Response (IVR) system is maintained by a separate subcontractor and is separate from Clearview, but the systems communicate with each other.</p> <p>Jurors can use the Clearview e-Juror system to request disqualification, postpone their summons date, or check themselves in.</p> <p><b>-Effectiveness:</b> Staff did not report any changes in effectiveness.</p> <p><b>-Cost Savings:</b> Staff did not report any cost savings.</p>
<b>Use of Postcard Summons</b>	<p>The Superior Court of California, County of Alameda, implemented postcard summons in 2016.<sup>208</sup> Postcards instruct prospective jurors to check their reporting status and register online using e-Juror or to call into the jury office for a paper registration form.</p> <p><b>-Effectiveness:</b> The Court reports that response and appearance rates decreased following the initial implementation of the new postcard summons because prospective jurors were unsure whether the postcards were legitimate. The Court redesigned the summons by upgrading to cardstock and adding the barcode in two locations because one location was getting torn off in the mail.</p> <p><b>-Cost Savings:</b> Initial estimates of cost savings upon implementation of the postcards in 2016 was \$50,000 annually.<sup>209</sup> Court staff indicated that estimated cost savings in postage and printing is at least 50%.</p>
<b>Outreach Activities or Program</b>	<p>The Superior Court, County of Alameda partnered with an organization called Fogbreak Justice to create an engagement program with the following message: "jurors are justice serve when called." Engagement included distributing postcards and posters to high traffic areas, such as the Bay Area Rapid Transit (BART) train; posting the message on social media; and partnering with community centers, schools, and city leaders to have a judge speak to the community about the importance of jury service. The engagement program also included an opinion editorial in the local newspaper about the importance of jury service.</p> <p>The Court added that they are exploring a partnership with the Registrar of Voters, which has an outreach campaign for</p>

## Alameda County Jury Management Operations<sup>200 201 202</sup>

### Outreach Activities or Program, cont.

registering emerging voters, who can be a good target population for jury service as well.

Finally, the California State Legislature recently passed a law that mandates courts to use information from the Franchise Tax Board to supplement the jury source lists including the Department of Motor Vehicles and Voter Registration from which the Court selects jurors.

## APPENDIX L LOS ANGELES COUNTY, CALIFORNIA

Los Angeles County Jury Management Operations <sup>210 211 212</sup>	
Population	10 million <sup>213</sup>
Jurors Summoned Annually (pre-COVID)	1,846,000 <sup>xxxxvii</sup>
Court System	<p>N/A. The Superior Court of California, County of Los Angeles oversees a total of 37 courthouses, with jury operations handled at 22 courthouses. Jury operations are handled through a central administrative office that standardizes the summoning criteria and processes, and jury-related policies and procedures; however, some district courthouses funnel jurors to an additional seven smaller courthouses in their districts.</p> <p>The Superior Court, County of Los Angeles uses a district model for summoning, through which jurors are summonsed to district courthouses from the district that they live in.</p>
Summoning Process	<p>One-step Process. The Court provides their vendor, Taylor Communications, with a list of the jurors via File Transfer Protocol (FTP) that they are summoning five or more weeks in advance. Jurors are sent a summons letter in the mail with their reporting service week and are instructed to use the web portal, called My Jury Duty Portal, or to call in to the automated IVR to register or make an exemption request. Jurors are placed on call for one week and are asked to call in every evening to determine whether they are needed to report for service the following day. Court staff estimate that juror yield is around 34% but added that yield varies by each courthouse.</p>
Scheduling Process	<p>The Court sends summonses out every week. Judges will request panels the night before by a certain time prior to the time that jurors are instructed to call a dedicated jury service number to determine whether they are scheduled to appear the next day. They can also use the My Jury Duty Portal to retrieve reporting instructions for the next day.</p> <p>The number of jurors summoned for a particular district courthouse is contingent on historical data. Staff looks at trends from the past, monitors usage rates, and continues to adjust the rates as needed. For example, during the COVID-19 pandemic, court staff have adjusted the number of jurors summoned based on appearance and usage rates.</p> <p>The Court's Judicial Trial Jury Committee established standard jury panel sizes for various types of cases, which most judges adhere to. These panel standards are closely followed by the judges, though the court makes deviations according to the length and type of trial.</p> <p>Juror utilization is around 57%.<sup>214</sup></p>

<sup>xxxxvii</sup> Based on the Analyst's Office calculation. The Superior Court of Los Angeles County staff indicated that pre-COVID, 35,500 jurors were summoned every week of the year, for a total of 1,846,000 jurors annually.

## Los Angeles County Jury Management Operations<sup>210 211 212</sup>

Collect Data on Juror Demographics	The Court does not currently collect or track juror demographics. In the past, the Court would designate a six-week period during which an exit survey was distributed to collect various information, including demographics on age and ethnicity. The information would then be summarized by an external company, which the Court used to compare to demographic information from census data. The court does not currently collect this information as jurors are essentially assigned to a courthouse in the district where they reside.
Electronic Juror Management System	<p>Los Angeles County uses a Jury Management Information System (JMIS), which was developed in-house as the main jury system and database. JMIS is used to track and retrieve juror records on selection, qualification, and service of jurors, obtain statistical information, and request jury panels. Two additional jury systems—called “My Jury Duty Portal” and Interactive Voice Response (IVR) are connected to JMIS and retrieve information as necessary, including reporting instructions.</p> <p>“My Jury Duty Portal” was implemented in 2011 and allows jurors to register themselves, postpone their summons, request excuses, receive reporting guidelines, instructions, and access additional information through the portal. Jurors can also access the mandatory orientation through the online portal.<sup>215</sup></p> <p><b>-Effectiveness:</b> Staff stated that the web portal is the preferred method of juror registration since it saves the amount of mail that the office staff must process. They estimate that about 50-60% of jurors are using the online system to register.</p> <p><b>-Cost Savings:</b> The staff mentioned cost savings in terms of saved staff time since the jury division receives about 7,000 to 10,000 pieces of mail a week.</p>
Use of Postcard Summons	The Superior Court of California, Los Angeles County sends a letter for its initial summons; however, failure to respond postcards are sent for jurors that do not respond to their summons and a Failure-to-Appear (FTA) notice is sent to jurors who register for service but do not appear on their service date. Staff mentioned that postcards are used for the failure to respond and FTA notices to save costs.
Outreach Activities or Program	The Court does not have any outreach programs.

## APPENDIX M ORANGE COUNTY, CALIFORNIA

Orange County Jury Management Operations <sup>216 217</sup>	
Population	3.2 million <sup>218</sup>
Jurors Summoned Annually (pre-COVID)	700,000
Court System	N/A. The Superior Court of Orange County has four separate justice centers that administer justice in their respective counties. Jury operations are centralized through the Central Justice Center and provide jurors for 70 courtrooms.
Summoning Process	<p>One-step Process. The Court summons jurors through sending a postcard summons in the mail six weeks in advance of their service date. Jurors are asked to log into eJuror or contact the court through phone, email, or mail. Jurors can use the online system to complete their questionnaire, request a postponement, or exemption. Jurors can automatically receive a postponement for a date up to six months in advance; if they need to postpone their date of service further, they are required to call in to make the request.</p> <p>Jurors are required to check in with the court on a daily basis for the week of their service to determine whether they are instructed to report. If they are not called within the week, then they have completed their jury service. The Court has also made juror self-check-in available through the juror portal WIFI network available in the jury assembly room.</p> <p>Appearance rates during FY2019 was 75%.<sup>219</sup></p>
Scheduling Process	<p>The Court summons jurors based on the number of cases they have scheduled historically and the number of jurors they have needed to support a court when they have a trial that is going forward.</p> <p>The Court's utilization rate pre-COVID was 9%.<sup>220</sup></p>
Collect Data on Juror Demographics	No
Electronic Juror Management System	<p>The Orange County Court uses Clearview Jury for its electronic jury management system, which is used for all steps in the jury management process, including creating the jury list, summoning jurors, allowing jurors to pre-register and request exemptions, postponements, and managing/scheduling jurors.<sup>221</sup> It also generates summons and feeds data into Tableau Software to allow the data analytics team to produce data visualizations.</p> <p><b>-Effectiveness:</b> The Court stated that the Clearview Jury system requires minimal intervention by the staff and helps ensure that there are enough jurors on a day-to-day basis.</p> <p><b>-Cost Savings:</b> Orange County staff did not comment on cost savings resulting from the Clearview system.</p>

## Orange County Jury Management Operations<sup>216 217</sup>

<b>Use of Postcard Summons</b>	<p>The Court implemented postcard summons in November 2014. The Court initially redesigned the postcard, changing its color to blue and making the official seal of the State much more visible.</p> <p><b>-Effectiveness:</b> Court staff stated that postcards are equally effective in terms of response rates.</p> <p><b>-Cost Savings:</b> The Court estimates that postcard summons has saved about 30% in postage and printing costs annually.<sup>222</sup> Initial cost saving estimates when postcards were implemented in November 2014 was \$100,000.<sup>223</sup></p>
<b>Outreach Activities or Program</b>	<p>The Court does not currently have an outreach program, though they are considering implementing an outreach campaign with large employers to make them aware of the importance of jury service and possibly solicit their assistance in reducing the burden on prospective jurors.</p>

## APPENDIX N SAN DIEGO COUNTY, CALIFORNIA

San Diego County Jury Management Operations <sup>224 225 226</sup>	
Population	3.3 million <sup>227</sup>
Jurors Summoned Annually (pre-COVID)	800,000
Court System	N/A. The Superior Court of San Diego County has four courthouses that administer justice in their respective jurisdiction. Jury operations are centralized through the central division, which has a full-time jury staff. Jurors are summoned from the district they will be serving on the jury of, except for in the Central Courthouse which summonses from the entire County.
Summoning Process	<p>One-step process. San Diego County summons jurors by sending them a letter summons instructing them about their reporting date or call-in period. The Central Courthouse has daily reporting jurors while the other divisions have telephonic reporting. Jurors can request an exemption through logging into the Jury+ jury system or by completing the form and mailing it into the office.<sup>228</sup> Jurors may also request a postponement online.<sup>229</sup></p> <p>Prior to COVID-19 (FY2018-2019), the San Diego County court's response rate was 61% and appearance rate was 21%.<sup>230</sup></p>
Scheduling Process	<p>The Court summons and schedules jurors based on historical data related to appearance and utilization, adjusting based on the number of deferrals they receive. If the volume of deferrals increases, the Court will summons fewer new jurors.</p> <p>Judges do not make advance requests of the Court regarding their juror needs. The Central Courthouse, which has daily reporting jurors, can make requests the same day. For telephonic reporting locations, requests must be made no later than 3:30 PM the day before. If judges want to request more than 150 jurors for one trial, they are required to let the staff know at least six weeks in advance so they can accommodate the increase.</p> <p>In FY2018 – 2019, the utilization rate was 46%.<sup>231</sup></p>
Collect Data on Juror Demographics	The Superior Court of San Diego County does not collect information on juror demographics.
Electronic Juror Management System	<p>The Superior Court of San Diego County uses Jury Systems Incorporated for their electronic jury management system, which was upgraded in 2017. The system allows jurors to reschedule service or request disqualifications or exemptions. The electronic jury management system also allows the Court to contact jurors through texts and emails regarding their excuse and disqualification requests.</p> <p><b>-Effectiveness:</b> Staff estimates that about 40% of jurors use the online system, with about 60% still filling out the paper summons and mailing it in. They reported no impactful</p>

## San Diego County Jury Management Operations<sup>224 225 226</sup>

Electronic Juror Management System, cont.	<p>difference in the response rate following the implementation of the system, though it has reduced the number of telephone calls the office receives as well as the amount of mail that the office must process. The turnaround time for a request for a disqualification or postponement is now 24 hours compared to the previous three weeks it took for staff to process and respond to mailed-in requests.</p> <p><b>-Cost Savings:</b> Staff indicated that costs were reduced by saving staff time. Since implementing the system, the jury staff has been reduced by two full-time equivalency positions that were solely responsible for handling mail summonses. They attribute this decrease to the newly implemented system.</p>
Use of Postcard Summons	The Superior Court of San Diego County does not send out postcard summons to their jurors.
Outreach Activities or Program	The Superior Court of San Diego County does not engage in any outreach activities.



## APPENDIX O SAN FRANCISCO COUNTY, CALIFORNIA

San Francisco County Jury Management Operations <sup>232 233</sup>	
Population	873,965 <sup>234</sup>
Jurors Summoned Annually (pre-COVID)	312,408
Court System	N/A. The Court of San Francisco includes four courthouses, two main courthouses, the Civic Center Courthouse and the Hall of Justice, where jurors are called and two smaller courthouses that do not conduct jury trials. Jury operations are overseen for about 40 courtrooms in the Civic Center Courthouse and the Hall of Justice.
Summoning Process	<p>One-step process. The Superior Court of the County of San Francisco sends out postcard summons with a website and QR code, which the jurors can use along with their badge number and pin to register online. Jurors can request an excuse online. Prior to the pandemic, jurors would be instructed to come into the courthouse, complete their questionnaire, and wait to be dismissed. They would be instructed to come in the next day.</p> <p>Following the pandemic, the Court refined the process to minimize the number of jurors that have to report in-person. Summoned jurors would be instructed to follow one of two options. The first option is for jurors who are not assigned a case, who are instructed to check the online system daily for their period of service. The second option is for jurors who are assigned a case. Jurors are directed to fill out an online survey on Survey Monkey developed by the judge and attorneys on the case. The judge and attorneys on the case then pull together all the responses and review them closely to determine which jurors will be called in and which will be dismissed. Jurors do not report to the courthouse unless they receive an email.</p> <p>The appearance rate in FY2019 was 14.3%.<sup>xxxviii 235</sup></p>
Scheduling Process	<p>The Court schedules jurors based on a master calendar for case types. Juror assignment does not occur until judges have had the chance to review the case and determine whether there is a chance that a settlement could be reached. The jury office will ask judges to make sure that attempts have been made to resolve the case without a jury trial.</p> <p>The jury office and judicial committee developed standard guidelines for the number of jurors that should be summoned for each case type, which were implemented in 2010 and are followed by judges. The Court's priority is to prevent wasting jurors' time; they currently call jurors in every year and a half.</p>

<sup>xxxviii</sup> The Superior Court of San Francisco County does not require everyone who is summoned to report. Summoned jurors only report if their group number is called, and this is determined by a review of whether cases will go to trial.

## San Francisco County Jury Management Operations<sup>232 233</sup>

Scheduling Process, cont.	<p>The jury office summons jurors six weeks in advance and when they receive a request for a trial on short notice, they will reshuffle jurors to ensure that the trial can move forward.</p> <p>Prior to COVID-19, the utilization rate was 90.9% in FY2018 and 90.1% in FY2019.</p>
Collect Data on Juror Demographics	<p>The Superior Court of San Francisco County does not collect information on juror demographics. However, the California State Legislature recently passed legislation for San Francisco to implement a pilot program to increase pay for jurors in criminal cases to \$100 per day if jurors' household median income is less than 80% of the San Francisco Bay Area median income for the past 12 months and the juror meets one of the following criteria:</p> <ul style="list-style-type: none"> <li>-“(A) The trial juror’s employer does not compensate for any trial jury service.</li> <li>-(B) The trial juror’s employer does not compensate for trial jury service for the estimated duration of the criminal jury trial.</li> <li>-(C) The trial juror is self-employed.</li> <li>-(D) The trial juror is unemployed.”<sup>236</sup></li> </ul> <p>Participants will be asked to complete a survey with demographic information at the end of their service to determine:</p> <p>“Whether paying certain low-income trial jurors an increased fee for service as a trial juror in a criminal case promotes a more economically and racially diverse trial jury panel that more accurately reflects the demographics of the community.”<sup>237</sup></p> <p>The target start date for the program is February 1, 2022.</p>
Electronic Juror Management System	<p>The Court uses Jury Systems Incorporated for the electronic jury management system that jurors can log onto to check their reporting information and submit exemption requests. The system also allows the staff to send out notifications or any additional information to jurors. The Court is also currently developing an in-house system to automate the surveys sent to jurors who are assigned a case.</p> <p><b>-Effectiveness:</b> Staff did not comment on the effectiveness with regards to the use of the electronic management system. However, staff indicated that the use of the survey for jurors assigned to a case has helped reduce the number of individuals coming into the courthouse, which it has.</p> <p><b>-Cost Savings:</b> Staff did not comment on cost savings with regards to the use of the electronic management system. However, staff indicated that the use of the survey for jurors assigned to a case has likely resulted in cost savings, though they are difficult to quantify since they are holding far fewer cases during the COVID-19 pandemic.</p>

## San Francisco County Jury Management Operations<sup>232 233</sup>

Use of Postcard Summons	<p>San Francisco implemented postcards for their initial summons in September 2021. The change was communicated on their website and the Court regularly receives phone calls from prospective jurors asking whether the postcard is a legitimate summons.</p> <p><b>-Effectiveness:</b> While it is too early to tell what the impact is, Court staff stated that they have not seen an impact on response rates.</p> <p><b>-Cost Savings:</b> Court staff indicated that there are cost savings related to postage but indicated that it is difficult to quantify the savings due to the fewer summonses being sent out because of COVID-19.</p>
Outreach Activities or Program	<p>The Superior Court of the County of San Francisco does not have any outreach programs.</p>


## APPENDIX P

The following includes questions from the Harris County District Clerk Office's (DCO) survey, which was sent to 253 district clerk's offices in Texas and about ten counties around the country.<sup>238</sup> The DCO received responses from 78 counties in Texas and one jurisdiction outside of Texas.

1. Do you use a postcard or letter for your initial jury summons?
2. If you use a postcard, when did you start using it and have you seen any impact on response rates?
3. Do you use a postcard or letter for your FTA summons?
4. Do you impose any penalty for ignoring a jury summons received?
5. If yes, what is the penalty?
6. How much is a juror paid for appearing on the first day?
7. How much is a juror paid for subsequent days?
8. Has there been any conversation about raising the pay for jurors in your county?
9. What is your juror response rate? (Defined as the total number of exemptions + disqualifications + returns undeliverable + pre-registered or appearing, divided by the total number of summons mailed).
10. What is your juror appearance rate? (Defined as the total number that actually appear to serve divided by the total number of summons mailed).
11. What is your juror utilization rate? (Defined as total number of jurors appearing that get sent to voir dire).
12. Before the COVID-19 pandemic, how many jurors did you summon on average per year?
13. Is your county doing anything to improve appearance rates and diversity rates?
14. Does your county track appearance demographics?
15. If you answered yes, how do they compare to your county demographics?
16. Does your county require pre-registration for jury service?
17. If yes, what percentage of summoned jurors pre-register online?
18. Would you be interested in working with the Harris County District Clerk's Office to ask the Texas Legislature to increase the state's share of jury pay in the 2023 legislative session?

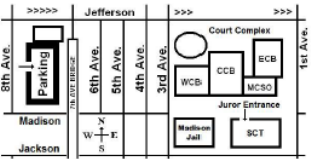

## APPENDIX Q SAMPLE POSTCARD SUMMONS

### SUPERIOR COURT OF CALIFORNIA, COUNTY OF ALAMEDA

 <p>Superior Court of California County of Alameda René C. Davidson Courthouse 1225 Fallon Street (Room 100) Oakland, CA 94612</p> <p><b>JURY SUMMONS</b> Failure to respond can result in a fine, incarceration or both. CCP 209</p>	<p><b>YOU HAVE BEEN SUMMONED FOR JURY SERVICE</b></p> <p><b>JUROR ID #:</b> _____ <b>GROUP #:</b> _____</p> <p>Report Dates: Week of Monday &lt;Month, Day, Year&gt; Location: Will be provided if directed to report</p> <p>Reporting Instructions: After 5 p.m. on Friday before &lt;Month, Day, Year&gt; , and every night during your reporting week, check <a href="https://www.alameda.courts.ca.gov/juryreporting">www.alameda.courts.ca.gov/juryreporting</a> or call 510-729-8636 for reporting instructions. If you are not directed to report, you will be placed on standby but will need to continue to check reporting instructions nightly for up to one week.</p> <p>You must register at <a href="https://ejuror.alameda.courts.ca.gov">https://ejuror.alameda.courts.ca.gov</a> and complete our jury questionnaire before &lt;-6 calendar days&gt;.</p> <p>Disability Accommodations or General Questions: email <a href="mailto:jury@alameda.courts.ca.gov">jury@alameda.courts.ca.gov</a> or call 510-891-6031</p> <p>COVID-19 related safety measures are in place at all court locations.</p> <p>Superior Court of California County of Alameda</p> <p><b>BRING THIS POSTCARD WITH YOU IF YOU ARE INSTRUCTED TO REPORT</b></p>
--	---

Source: Superior Court of California, County of Alameda

### SUPERIOR COURT OF ARIZONA IN MARICOPA COUNTY

<p>Office of the Jury Administrator 175 W. Madison St., Suite 1308 Phoenix, Arizona 85003</p> <p><b>SUPERIOR COURT IN MARICOPA COUNTY</b></p>  <p>Free parking and shuttle bus are provided at 701 W Jefferson Street, Phoenix, AZ 85007. Parking garage entrance on 8th Avenue.</p>	<p>PRESORTED FIRST-CLASS MAIL US POSTAGE PAID PHOENIX, AZ PERMIT No. 5423</p> <p><b>OFFICIAL NOTICE OF JURY SERVICE</b></p> <p><b>YOUR IMMEDIATE RESPONSE IS REQUIRED AT</b> <a href="https://superiorcourt.maricopa.gov/jury">https://superiorcourt.maricopa.gov/jury</a></p>	<p><b>YOU HAVE BEEN SUMMONED FOR JURY SERVICE on Thursday, January 27, 2022</b></p>  <p><b>STEP 1:</b> Respond to this notice by completing the questionnaire at <a href="https://superiorcourt.maricopa.gov/jury">https://superiorcourt.maricopa.gov/jury</a> within 10 days.</p> <p><b>STEP 2:</b> Follow reporting instructions by calling (623) 930-2409 AFTER 5:00 PM, one business day prior to <b>January 27, 2022</b> and listen for your Group Number 4003.</p> <p><b>STEP 3:</b> If your Group Number <b>4003</b> has been selected you are required to appear at the location below at the time instructed on the recording.</p> <p>GLENDALE CITY COURT 5850 W. GLENDALE AVE. GLENDALE, AZ 85301</p> <p>To request a postponement, excuse, disqualification from Jury Service, or for general information regarding your Jury Service, please visit <a href="https://superiorcourt.maricopa.gov/jury">https://superiorcourt.maricopa.gov/jury</a>. A map to the court and parking facility appears on the front of the postcard.</p> <p>Phone: (602) 506-5879 Fax: (602) 506-6078 Email: <a href="mailto:jury@jbazmc.maricopa.gov">jury@jbazmc.maricopa.gov</a> (Please include name &amp; Juror ID# on all correspondence)</p> <p>*Si Ud. Habla sólo español y tiene dudas, marque al 602.506-5879 y seleccione la opción número dos.</p> <p><b>Juror ID:</b> _____</p>
---	--	--


Source: Superior Court of Arizona in Maricopa County

## SUPERIOR COURT OF CALIFORNIA, COUNTY OF ORANGE

Office of the Jury Commissioner  
County of Orange  
P.O. Box 1970  
Santa Ana, CA 92702-1970

FIRST-CLASS MAIL  
U.S. POSTAGE PAID  
COUNTY OF  
ORANGE  
94801

**JURY SUMMONS**  
*Failure to respond can result in a fine, incarceration or both. CCP 209*



00000001 01 AT 0.272 \*\*AUTO T1 0 1003 92602-231542 \_1

Validated Parking in P1: 1020 Civic Center Dr.  
(Corner of Civic Center Dr. & Boyd Way)

Source: Superior Court of California, County of Orange



**YOU HAVE BEEN SUMMONED FOR JURY SERVICE.**

**Step 1:** Respond to this notice by completing the questionnaire at [www.occourts.org/ejuror](http://www.occourts.org/ejuror) within 10 days

**Step 2:** Appear at the Central Justice Center in Santa Ana at **7:45 A.M.** on **MAY 03, 2016.**

To request a postponement, excuse, disqualification or exemption from jury service, please visit [www.occourts.org/ejuror](http://www.occourts.org/ejuror). For general information about jury service, including FAQ's, please visit [www.occourts.org](http://www.occourts.org).

**ORANGE COUNTY SUPERIOR COURT**  
**Central Justice Center**  
**700 Civic Center Drive West, 3rd Floor**  
**Santa Ana, CA 92701**  
(Include name & Juror ID# on all correspondence)  
(657) 622-7000 Phone (657) 622-8020 Fax  
[www.occourts.org/ejuror](http://www.occourts.org/ejuror)

**Juror ID:** [REDACTED]  
**Group #:** 2002

→ **Please bring this postcard with you when you report.** ←

00000001  
04CCOR099379

## SUPERIOR COURT OF CALIFORNIA, COUNTY OF SAN FRANCISCO



Superior Court Jury Services  
County of San Francisco  
400 McAllister Street, Jury Assembly Room 007  
San Francisco, CA 94102-4512

Presorted  
FIRST CLASS  
U.S. POSTAGE  
PAID  
MAILED FROM  
ZIPCODE 94108  
PERMIT NO.  
4280

**OFFICIAL JURY DUTY NOTICE**  
*Failure to respond can result in a fine, incarceration, or both. CCP 209.*

**Reporting Instructions**



<https://juryapp.sftc.org>

\*\*\*\*\*SINGLE-PIECE 64108  
JANE DOE  
22 MARKET ST  
SAN FRANCISCO, CA 94102-4233



Source: Superior Court of California, County of San Francisco



**OFFICIAL JURY DUTY NOTICE**  
**YOU HAVE BEEN SUMMONED FOR JURY SERVICE**

**Step 1.** You are summoned for Jury Service during the week of May 10, 2021.

**Step 2.** You are on call for one week. Monday to Friday, and required to obtain reporting instructions every day during the service week.

**Step 3.** Starting at 4:30 p.m. on the Friday prior to your summons week, call 415-551-3608 or visit <https://juryapp.sftc.org> to obtain reporting instructions for your group number.

To request a postponement, excuse, or disqualification from jury service, visit <https://juryapp.sftc.org>

**Reporting Instructions**  
<https://juryapp.sftc.org>  
or scan QR code



**DO NOT REPORT IN PERSON UNLESS INSTRUCTED TO DO SO.**

→ **Bring this postcard with you if you are asked to report.** ←

**Juror Badge number:** XXXXXXXX  
**Group Number:** XXX Pin Number: XXXXXX



## APPENDIX R

The following is an excerpt from the Superior Court of California, County of San Francisco's Guidelines for the Jury Commissioner (updated September 2016).<sup>239</sup>

---

### JURY PANEL SIZES

---

A trial department may request jurors until 3:30 p.m. for the following day. At the end of each day, the Deputy Jury Commissioner oversees the creation of reporting instructions for the following day, ensuring that there are adequate jurors expected to report for service.

Orders for jurors are placed according to the panel sizes below. The panel sizes are guidelines. If the panel does not yield a sufficient number of qualified jurors, a trial department may order more jurors.

In situations where the jury pool is limited by a large number of orders or by concurrent lengthy cases, panel orders will be prioritized as follows:

1. Last day criminal cases
2. Non-last day felony cases
3. Non-last day misdemeanor cases
4. Civil preference cases or cases at statutory deadline
5. Civil non-preference cases or cases not at statutory deadline

The managers of the Jury Office, Civil Division, and Criminal Division are responsible for resolving issues related to competing panel orders or the implementation of priorities. The Administrators of the Civil and Criminal Divisions will resolve issues if the managers cannot reach consensus.

#### Misdemeanor Panel Sizes

Level	Description	Number of Jurors
1	<ul style="list-style-type: none"> <li>Less than 10 court days</li> <li>Single defendant</li> </ul>	50 to 65
2	<ul style="list-style-type: none"> <li>Less than 10 court days</li> <li>More than 1 defendant or multiple charges</li> </ul>	70 to 80

#### Felony Panel Sizes

Level	Description	Number of Jurors	Return Rate/ Qualified Jurors
1	<ul style="list-style-type: none"> <li>Less than 10 court days</li> <li>Single defendant</li> <li>“Minor” charge(s)</li> </ul>	60 – 80	N/A
2	<ul style="list-style-type: none"> <li>Less than 10 court days</li> <li>1 or more defendants</li> <li>“Moderate” charge(s)</li> </ul>	100 – 120	N/A
3	<ul style="list-style-type: none"> <li>10 – 20 court days</li> <li>1 or more defendants</li> <li>“Major” charge(s)</li> </ul>	300	30% return rate 90 qualified jurors
4	<ul style="list-style-type: none"> <li>20 – 30 court days</li> <li>1 or more defendants</li> <li>1 or more “major” charge(s)</li> </ul>	400	25% return rate 100 qualified jurors
5	<ul style="list-style-type: none"> <li>More than 30 court days</li> <li>1 or more defendants</li> <li>1 or more “major” charge(s)</li> </ul>	600	20% return rate 120 qualified jurors

#### Civil Case Panel Sizes

Level	Description	Number of Jurors	Return Rate/ Qualified Jurors
Expedited Jury Trial, Civil Limited	<ul style="list-style-type: none"> <li>2 court days</li> </ul>	30	N/A
Unlawful Detainer and Short Civil Unlimited	<ul style="list-style-type: none"> <li>Less than 10 court days</li> <li>1 or more defendant(s)</li> </ul>	50 – 65	N/A
Asbestos	<ul style="list-style-type: none"> <li>1 or more defendant</li> </ul>	200	40% return rate 80 qualified jurors
Civil Unlimited	<ul style="list-style-type: none"> <li>Less than 20 court days</li> <li>1 or more defendant(s)</li> </ul>	300	30% return rate 90 qualified jurors
Long Civil Unlimited	<ul style="list-style-type: none"> <li>More than 20 court days</li> <li>1 or more defendant(s)</li> </ul>	400	25% return rate 100 qualified jurors
Extraordinary Civil Unlimited	<ul style="list-style-type: none"> <li>More than 30 court days</li> <li>1 or more defendant(s)</li> </ul>	600	20% return rate 120 qualified jurors



## ENDNOTES

---

<sup>1</sup> Hannaford-Agor, P. (2009). Saving Money for Everyone: The Current Economic Crisis Is an Opportunity to Get Serious About Improving Juror Utilization. In C. R. Flango, A. M. McDowell, C. F. Campbell, & N. B. Kauder (Eds.), *Future trends in state courts 2009* (p. 54). essay, National Center for State Courts.

<sup>2</sup> CourTools, Trial Court Performance Measures, Measure 8. National Center for State Courts (2005). Retrieved November 12, 2021 from [courtools measure 8 \(yumacountyaz.gov\)](https://courtools.measure8.yumacountyaz.gov).

<sup>3</sup> Hannaford-Agor, P. (May 2011). An Overview of Contemporary Jury System Management. National Center for State Courts. Accessed December 21, 2021 from [contemporaryjurysystemmanagement.pdf \(ncsc-jurystudies.org\)](https://contemporaryjurysystemmanagement.pdf(ncsc-jurystudies.org)), p. 15.

<sup>4</sup> CourTools, Trial Court Performance Measures, Measure 8. National Center for State Courts (2005). Retrieved November 12, 2021 from [courtools measure 8 \(yumacountyaz.gov\)](https://courtools.measure8.yumacountyaz.gov).

<sup>5</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.

<sup>6</sup> Analyst's Office phone call with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 5, 2021.

<sup>7</sup> Analyst's Office phone call with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 5, 2021.

<sup>8</sup> Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, February 18, 2022.

<sup>9</sup> "Proposed E-Juror System." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>10</sup> "Proposed E-Juror System." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>11</sup> "Proposed E-Juror System Overview." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>12</sup> "Proposed E-Juror System." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>13</sup> "Juror Usage Yield Report." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 5, 2021.

<sup>14</sup> "DCO e-Juror Responses." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 5, 2021.

<sup>15</sup> "DCO e-Juror Responses." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 5, 2021.

<sup>16</sup> Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 5, 2021.

<sup>17</sup> GOVERNMENT CODE CHAPTER 62. PETIT JURIES. (n.d.). Retrieved October 29, 2021, from <https://statutes.capitol.texas.gov/Docs/GV/htm/GV.62.htm>

<sup>18</sup> GOVERNMENT CODE CHAPTER 62. PETIT JURIES. (n.d.). Retrieved October 29, 2021, from <https://statutes.capitol.texas.gov/Docs/GV/htm/GV.62.htm>

<sup>19</sup> Analyst's Office email correspondence with Velva Price, Travis County District Clerk's Office, February 7, 2022.

<sup>20</sup> "Proposed E-Juror System." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>21</sup> "Proposed E-Juror System Overview." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>22</sup> "Proposed E-Juror System Overview." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>23</sup> "Proposed E-Juror System." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>24</sup> "Proposed E-Juror System." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>25</sup> "DCO e-Juror Responses." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>26</sup> "Proposed E-Juror System." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>27</sup> "DCO e-Juror Responses." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>28</sup> "DCO e-Juror Responses." Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 10, 2021.

<sup>29</sup> Short, Katie, Amber Weed and Laila Elimam. Juror Pay Memo (May 11, 2021). Commissioners Court's Analyst's Office.

<sup>30</sup> Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, February 17, 2022.

<sup>31</sup> Harris County district clerk pushing to make jury duty easier for hourly-wage earners, especially in under-represented communities. (2021, February 8). MSN. Retrieved April 15, 2021, from <https://www.msn.com/en-us/news/crime/harris-county-district-clerk-pushing-to-make-jury-duty-easier-for-hourly-wage-earners-especially-in-under-represented-communities/ar-BB1dv9aK>.

<sup>32</sup> Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, February 17, 2022.

<sup>33</sup> Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, February 17, 2022.

<sup>34</sup> Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, February 17, 2022.

<sup>35</sup> Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, February 17, 2022.

<sup>36</sup> Analyst's Office Zoom Meeting with Paula Hannaford, Director, National Center for State Courts (NCSC), December 9, 2021.

<sup>37</sup> Analyst's Office Zoom Meeting with Paula Hannaford, Director, National Center for State Courts (NCSC), December 9, 2021.

- 
- <sup>38</sup> Analyst's Office Zoom Meeting with Paula Hannaford, Director, National Center for State Courts (NCSC), December 9, 2021.
- <sup>39</sup> Analyst's Office Zoom Meeting with Paula Hannaford, Director, National Center for State Courts (NCSC), December 9, 2021.
- <sup>40</sup> Analyst's Office Zoom Meeting with Paula Hannaford, Director, National Center for State Courts (NCSC), December 9, 2021.
- <sup>41</sup> Analyst's Office email correspondence with Julieta Schulze, Chief Jury Bailiff, Bexar County, February 3, 2022.
- <sup>42</sup> Analyst's Office email correspondence with Lori Bodino, Dallas County District Courts Administrator, December 16, 2021.
- <sup>43</sup> Analyst's Office email correspondence with Paula Morales, Tarrant County Jury Bailiff, December 13, 2021.
- <sup>44</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Officer/Jury Commissioner, Superior Court of California, County of Orange, December 14, 2021.
- <sup>45</sup> Analyst's Office email correspondence with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, December 16, 2021.
- <sup>46</sup> Analyst's Office email correspondence with Michael Yuen, Chief Executive Director, Superior Court of California, County of San Francisco, December 16, 2021.
- <sup>47</sup> Analyst's Office email correspondence with Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, February 4, 2022.
- <sup>48</sup> Analyst's Office phone call with Julieta Schulze, Chief Jury Bailiff, Bexar County, February 3, 2022.
- <sup>49</sup> Analyst's Office Microsoft Teams Meeting with Velva Price, District Clerk and Nancy Howell, Jury/Passport Manager, Travis County District Clerk's Office, December 7, 2021.
- <sup>50</sup> Analyst's Office email correspondence with Matthew Martin, Jury Department Administrator, Superior Court of Arizona in Maricopa County, December 14, 2021.
- <sup>51</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, December 14, 2021.
- <sup>52</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Executive Office Projects & Programs, Superior Court of California, County of Alameda, December 17, 2021.
- <sup>53</sup> Analyst's Office Microsoft Teams Meeting with Christina Spurlock, Mohave County Clerk, Megan Vigil, Assistant Jury Commissioner, Katrina Ayyash, Jury Commissioner, December 3, 2021.
- <sup>54</sup> Analyst's Office Microsoft Teams Meeting with Paula Morales, Bailiff, Tarrant County Jury Services. November 22, 2021.
- <sup>55</sup> Analyst's Office Microsoft Teams Meeting with Velva Price, District Clerk and Nancy Howell, Jury/Passport Manager, Travis County District Clerk's Office, December 7, 2021.
- <sup>56</sup> Analyst's Office Microsoft Teams Meeting with Paula Morales, Bailiff, Tarrant County Jury Services. November 22, 2021.
- <sup>57</sup> Analyst's Office Microsoft Teams Meeting with Paula Morales, Bailiff, Tarrant County Jury Services. November 22, 2021.
- <sup>58</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.
- <sup>59</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.
- <sup>60</sup> Analyst's Office email correspondence with Lori Bodino, Dallas County District Courts Administrator, December 16, 2021.
- <sup>61</sup> Analyst's Office Microsoft Teams Meeting with Matthew Martin, Jury Administrator and Mary Vyverman, Deputy Jury Administrator for Superior Court, December 1, 2021 and December 6, 2021.
- <sup>62</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, December 14, 2021.
- <sup>63</sup> Analyst's Office email correspondence with Velva Price, District Clerk, Travis County District Clerk's Office, February 7, 2022.
- <sup>64</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.
- <sup>65</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.
- <sup>66</sup> Analyst's Office Microsoft Teams Meeting with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, November 24, 2021.
- <sup>67</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, December 13, 2021.
- <sup>68</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, December 13, 2021.
- <sup>69</sup> Analyst's Office Microsoft Teams Interview with Lori Bodino, District Courts Administrator, Donna Barrance, Jury Manager, Ricardo Ulloa, Jury Services Coordinator, Dallas County Jury Services Department, Dallas County, December 1, 2021.
- <sup>70</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, Dallas County, February 8, 2022.
- <sup>71</sup> Analyst's Office email correspondence with Matthew Martin, Jury Department Administrator, Superior Court of Arizona in Maricopa County, January 3, 2022.
- <sup>72</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.
- <sup>73</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.
- <sup>74</sup> Analyst's Office Microsoft Teams Interview with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 1, 2021.
- <sup>75</sup> Analyst's Office Microsoft Teams Interview with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 1, 2021.
- <sup>76</sup> Analyst's Office email correspondence with Julieta Schulze, Chief Jury Bailiff, Bexar County, February 3, 2022.
- <sup>77</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, Dallas County, February 8, 2022.
- <sup>78</sup> Analyst's Office email correspondence with Adam Byer, Administrator, The Superior Court of California, County of Alameda, December 17, 2021.
- <sup>79</sup> Analyst's Office Microsoft Teams Meeting with Deni Butler, Chief Deputy of Operations and Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, December 9, 2021.
- <sup>80</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.
- <sup>81</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, Dallas County, February 8, 2022.
- <sup>82</sup> Analyst's Office Microsoft Teams Interview with Lori Bodino, District Courts Administrator, Donna Barrance, Jury Manager, Ricardo Ulloa, Jury Services Coordinator, Dallas County Jury Services Department, Dallas County, December 1, 2021.
- <sup>83</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, Dallas County, February 8, 2022.
- <sup>84</sup> Analyst's Office email correspondence with Velva Price, District Clerk, Travis County District Clerk's Office, December 17, 2021.
- <sup>85</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>86</sup> Analyst's Office Microsoft Teams Meeting with Paula Morales, Bailiff, Tarrant County Jury Services. November 22, 2021.
- <sup>87</sup> Analyst's Office Microsoft Teams Meeting with Christina Spurlock, Mohave County Clerk, Megan Vigil, Assistant Jury Commissioner, Katrina Ayyash, Jury Commissioner, December 3, 2021.
- <sup>88</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Officer (CEO), The Superior Court of California, County of Orange, December 14, 2021.

- 
- <sup>89</sup> Analyst's Office email correspondence with Matthew Martin, Jury Administrator, Superior Court of Arizona in Maricopa County, January 3, 2022.
- <sup>90</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.
- <sup>91</sup> Analyst's Office Microsoft Teams Meeting with Velva Price, District Clerk and Nancy Howell, Jury/Passport Manager, Travis County District Clerk's Office, December 7, 2021.
- <sup>92</sup> Analyst's Office Microsoft Teams Meeting with Matthew Martin, Jury Administrator and Mary Vyverman, Deputy Jury Administrator for Superior Court, December 1, 2021 and December 6, 2021.
- <sup>93</sup> Analyst's Office Microsoft Teams Meeting with Adam Byer, Administrator, Jury Committee, Lucille Cooper, Jury Supervisor; and Margaret Birmingham, Judicial Fellow, Superior Court of California, Alameda County, November 23, 2021.
- <sup>94</sup> Analyst's Office Microsoft Teams Meeting with David Yamasaki, Court Executive Officer (CEO), The Superior Court of California, County of Orange, November 22, 2021.
- <sup>95</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.
- <sup>96</sup> Analyst's Office Microsoft Teams Meeting with Deni Butler, Chief Deputy of Operations and Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, December 9, 2021.
- <sup>97</sup> Analyst's Office Microsoft Teams Meeting with David Yamasaki, Chief Executive Officer (CEO), The Superior Court of California, County of Orange, November 22, 2021.
- <sup>98</sup> Vieau, Gwen. New Postcard Jury Summons (2014, November 5). The Superior Court of California, County of Orange. Retrieved December 10, 2021 from [https://www.occourts.org/media-relations/current-news-releases/11-05-2014\\_PostcardJurySummons.pdf](https://www.occourts.org/media-relations/current-news-releases/11-05-2014_PostcardJurySummons.pdf).
- <sup>99</sup> Analyst's Office Microsoft Teams Meeting with Adam Byer, Administrator, Jury Committee, Lucille Cooper, Jury Supervisor; and Margaret Birmingham, Judicial Fellow, Superior Court of California, Alameda County, November 23, 2021.
- <sup>100</sup> ALAMEDA – NEW POSTCARD JURY SUMMONS. (2016, September 17). Legal Professionals, Inc. - LPI. <https://www.legalprofessionalsinc.org/alameda-new-postcard-jury-summons/>
- <sup>101</sup> Analyst's Office Microsoft Teams Meeting with David Yamasaki, Court Executive Officer (CEO), The Superior Court of California, County of Orange, November 22, 2021.
- <sup>102</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.
- <sup>103</sup> Analyst's Office Microsoft Teams Meeting with Adam Byer, Administrator, Jury Committee, Lucille Cooper, Jury Supervisor; and Margaret Birmingham, Judicial Fellow, Superior Court of California, Alameda County, November 23, 2021.
- <sup>104</sup> Analyst's Office Microsoft Teams Meeting with Matthew Martin, Jury Administrator and Mary Vyverman, Deputy Jury Administrator for Superior Court, December 1, 2021 and December 6, 2021.
- <sup>105</sup> Analyst's Office Microsoft Teams Meeting with Adam Byer, Administrator, Jury Committee, Lucille Cooper, Jury Supervisor; and Margaret Birmingham, Judicial Fellow, Superior Court of California, Alameda County, November 23, 2021.
- <sup>106</sup> Analyst's Office Microsoft Teams Meeting with Matthew Martin, Jury Administrator and Mary Vyverman, Deputy Jury Administrator for Superior Court, December 1, 2021 and December 6, 2021.
- <sup>107</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.
- <sup>108</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.
- <sup>109</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.
- <sup>110</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>111</sup> Analyst's Office email correspondence with Sylvia Duarte, District Clerk's Office Chief Deputy, El Paso County District Clerk's Office, December 7, 2021.
- <sup>112</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>113</sup> Analyst's Office Microsoft Teams Meeting with Christina Spurlock, Mohave County Clerk, Megan Vigil, Assistant Jury Commissioner, Katrina Ayyash, Jury Commissioner, December 3, 2021.
- <sup>114</sup> Analyst's Office Microsoft Teams Interview with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 1, 2021.
- <sup>115</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Executive Office Projects & Programs, Superior Court of California, County of Alameda, December 17, 2021.
- <sup>116</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Executive Office Projects & Programs, Superior Court of California, County of Alameda, December 17, 2021.
- <sup>117</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Executive Office Projects & Programs, Superior Court of California, County of Alameda, December 17, 2021.
- <sup>118</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Executive Office Projects & Programs, Superior Court of California, County of Alameda, December 17, 2021.
- <sup>119</sup> Analyst's Office Microsoft Teams Interview with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 1, 2021.
- <sup>120</sup> Analyst's Office Microsoft Teams Interview with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 1, 2021.
- <sup>121</sup> Analyst's Office Microsoft Teams Interview with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 1, 2021.
- <sup>122</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, Dallas County, February 8, 2022.
- <sup>123</sup> Analyst's Office Microsoft Teams Interview with Lori Bodino, District Courts Administrator, Donna Barrance, Jury Manager, Ricardo Ulloa, Jury Services Coordinator, Dallas County Jury Services Department, Dallas County, December 1, 2021.
- <sup>124</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>125</sup> Analyst's Office email correspondence with Sylvia Duarte, District Clerk's Office Chief Deputy, December 16, 2021.
- <sup>126</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>127</sup> Analyst's Office Microsoft Teams Meeting with Paula Morales, Bailiff, Tarrant County Jury Services. November 22, 2021.
- <sup>128</sup> Analyst's Office Microsoft Teams Meeting with Paula Morales, Bailiff, Tarrant County Jury Services. November 22, 2021.
- <sup>129</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, February 4, 2022.
- <sup>130</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, February 4, 2022.
- <sup>131</sup> Analyst's Office Microsoft Teams Meeting with Velva Price, District Clerk and Nancy Howell, Jury/Passport Manager, Travis County District Clerk's Office, December 7, 2021.
- <sup>132</sup> Analyst's Office Microsoft Teams Meeting with Velva Price, District Clerk and Nancy Howell, Jury/Passport Manager, Travis County District Clerk's Office, December 7, 2021.

- 
- <sup>133</sup> Analyst's Office Microsoft Teams Interview with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 1, 2021.
- <sup>134</sup> Analyst's Office email correspondence with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 20, 2021.
- <sup>135</sup> Analyst's Office email correspondence with Julieta Schulze, Chief Jury Bailiff, Bexar County, February 3, 2022.
- <sup>136</sup> U.S. Census Bureau QuickFacts: Bexar County, Texas. (n.d.). Retrieved December 8, 2021, from <https://www.census.gov/quickfacts/fact/table/bexarcountytexas/PST045219>.
- <sup>137</sup> Analyst's Office email correspondence with Judge Ron Rangel, Local Administrative District Judge, Bexar County Courts, Texas, December 7, 2021.
- <sup>138</sup> Jury Services | Bexar County, TX - Official Website. (n.d.). Retrieved December 8, 2021, from <https://www.bexar.org/364/Jury-Services>.
- <sup>139</sup> Analyst's Office Microsoft Teams Interview with Julieta Schulze, Chief Jury Bailiff, Bexar County, December 1, 2021.
- <sup>140</sup> Analyst's Office Microsoft Teams Interview with Lori Bodino, District Courts Administrator, Donna Barrance, Jury Manager, Ricardo Ulloa, Jury Services Coordinator, Dallas County Jury Services Department, Dallas County, December 1, 2021.
- <sup>141</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, December 16, 2021.
- <sup>142</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, Dallas County, February 8, 2022.
- <sup>143</sup> U.S. Census Bureau QuickFacts: Dallas County, Texas. (n.d.). Retrieved December 8, 2021, from <https://www.census.gov/quickfacts/dallascountytexas>.
- <sup>144</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, December 16, 2021.
- <sup>145</sup> Analyst's Office email correspondence with Lori Bodino, District Courts Administrator, December 16, 2021.
- <sup>146</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>147</sup> Analyst's Office email correspondence with Sylvia Duarte, District Clerk's Office Chief Deputy, El Paso County District Clerk's Office, December 16, 2021.
- <sup>148</sup> U.S. Census Bureau QuickFacts: El Paso County, Texas. (n.d.). Retrieved December 9, 2021, from <https://www.census.gov/quickfacts/elpasocountytexas>
- <sup>149</sup> Analyst's Office email correspondence with Sylvia Duarte, District Clerk's Office Chief Deputy, El Paso County District Clerk's Office, December 16, 2021.
- <sup>150</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>151</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>152</sup> Analyst's Office Microsoft Teams with Sylvia Duarte, District Clerk's Office Chief Deputy, Elizabeth Rocha Garcia, Accounting Manager, Michael Orozco, Administrative Specialist, Jury Division, El Paso County District Clerk's Office, December 7, 2021.
- <sup>153</sup> Analyst's Office Microsoft Teams Meeting with Paula Morales, Bailiff, Tarrant County Jury Services, November 22, 2021.
- <sup>154</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, December 8, 2021.
- <sup>155</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, February 4, 2022.
- <sup>156</sup> U.S. Census Bureau QuickFacts: Tarrant County, Texas. (n.d.). Retrieved December 8, 2021, from <https://www.census.gov/quickfacts/tarrantcountytexas>
- <sup>157</sup> Using the online system. (n.d.). Retrieved December 8, 2021, from <https://www.tarrantcounty.com/en/jury-services/frequently-asked-questions/using-the-online-system.html>
- <sup>158</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, December 13, 2021.
- <sup>159</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, December 13, 2021.
- <sup>160</sup> Analyst's Office email correspondence with Paula Morales, Bailiff, Tarrant County Jury Services, December 13, 2021.
- <sup>161</sup> Analyst's Office Microsoft Teams Meeting with Velva Price, District Clerk and Nancy Howell, Jury/Passport Manager, Travis County District Clerk's Office, December 7, 2021.
- <sup>162</sup> Analyst's Office email correspondence with Velva Price, District Clerk, Travis County District Clerk's Office, December 17, 2021.
- <sup>163</sup> Analyst's Office email correspondence with Velva Price, Travis County District Clerk's Office, February 7, 2022.
- <sup>164</sup> U.S. Census Bureau QuickFacts: Travis County, Texas. (n.d.). Retrieved December 9, 2021, from <https://www.census.gov/quickfacts/fact/table/traviscountytexas/PST045219>
- <sup>165</sup> Brinkman, Michelle. A Study of Community Fair Cross-Section Representation of the Jury Venire in Travis County, Texas Under the I-Jury Process. (2007 April 1). Institute for Court Management, National Center for State Courts, p. 43.
- <sup>166</sup> Brinkman, Michelle. A Study of Community Fair Cross-Section Representation of the Jury Venire in Travis County, Texas Under the I-Jury Process. (2007 April 1). Institute for Court Management, National Center for State Courts, p. 76.
- <sup>167</sup> Rose, Mary R. and Michelle Brinkman. Crossing the 'Digital Divide': Using the Internet to Impanel Jurors in Travis County, TX. (2008). Journal of Court Innovation, p. 19.
- <sup>168</sup> Rose, Mary R. and Michelle Brinkman. Crossing the 'Digital Divide': Using the Internet to Impanel Jurors in Travis County, TX. (2008). Journal of Court Innovation, p. 19.
- <sup>169</sup> Report: Racial and Ethnic Representation through the Jury Selection Process, An Analysis of 2019 Jury Data from the Superior Court of Arizona in Maricopa County, May 2021. Retrieved from [Jury-Representation-Study-Superior-Court-in-Maricopa-County-May-2021.pdf](https://www.napco4courtleaders.org/jury-representation-study-superior-court-in-maricopa-county-may-2021.pdf) on December 13, 2021, p. 5.
- <sup>170</sup> Analyst's Office Microsoft Teams Meeting with Matthew Martin, Jury Administrator and Mary Vyverman, Deputy Jury Administrator for Superior Court, December 1, 2021 and December 6, 2021.
- <sup>171</sup> Analyst's Office Microsoft Teams Meeting with Matthew Martin, Jury Administrator and Mary Vyverman, Deputy Jury Administrator for Superior Court, December 1, 2021 and December 6, 2021.
- <sup>172</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, Mohave County, December 14, 2021.
- <sup>173</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, Mohave County, December 14, 2021.
- <sup>174</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, Mohave County, December 14, 2021.
- <sup>175</sup> Analyst's Office Microsoft Teams Meeting with Matthew Martin, Jury Administrator and Mary Vyverman, Deputy Jury Administrator for Superior Court, December 1, 2021 and December 6, 2021.
- <sup>176</sup> Analyst's Office email correspondence with Matthew Martin, Jury Department Administrator, Superior Court of Arizona in Maricopa County, December 14, 2021.
- <sup>177</sup> U.S. Census Bureau QuickFacts: Maricopa County, Arizona. (n.d.). Retrieved December 12, 2021, from <https://www.census.gov/quickfacts/fact/table/maricopacountyarizona/PST045219>
- <sup>178</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, November 11, 2021.
- <sup>179</sup> EJuror. (n.d.). Retrieved December 13, 2021, from <https://ejuror.maricopa.gov/ejuror-agile/>
- <sup>180</sup> Report: Racial and Ethnic Representation through the Jury Selection Process, An Analysis of 2019 Jury Data from the Superior Court of Arizona in Maricopa County, May 2021. Retrieved from [Jury-Representation-Study-Superior-Court-in-Maricopa-County-May-2021.pdf](https://www.napco4courtleaders.org/jury-representation-study-superior-court-in-maricopa-county-may-2021.pdf) on December 13, 2021, p. 5.



---

<sup>181</sup> Analyst's Office email correspondence with Matthew Martin, Jury Department Administrator, Superior Court of Arizona in Maricopa County, December 14, 2021.

<sup>182</sup> Analyst's Office Microsoft Teams Meeting with Christina Spurlock, Mohave County Clerk, Megan Vigil, Assistant Jury Commissioner, Katrina Ayyash, Jury Commissioner, December 3, 2021.

<sup>183</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, December 14, 2021.

<sup>184</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, February 3, 2022.

<sup>185</sup> U.S. Census Bureau QuickFacts: Mohave County, Arizona. (n.d.). Retrieved December 30, 2021, from <https://www.census.gov/quickfacts/fact/table/mohavecountyarizona/PST045219>

<sup>186</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, December 14, 2021.

<sup>187</sup> Analyst's Office email correspondence with Christina Spurlock, Mohave County Clerk, December 14, 2021.

<sup>188</sup> Analyst's Office Microsoft Teams Meeting with Adam Byer, Administrator, Jury Committee, Lucille Cooper, Jury Supervisor; and Margaret Birmingham, Judicial Fellow, Superior Court of California, Alameda County, November 23, 2021.

<sup>189</sup> Analyst's Office Microsoft Teams Meeting with Deni Butler, Chief Deputy of Operations and Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, December 9, 2021.

<sup>190</sup> Analyst's Office email correspondence with Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, February 2, 2022.

<sup>191</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Officer/Jury Commissioner, Superior Court of California, County of Orange, December 14, 2021.

<sup>192</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Officer/Jury Commissioner, Superior Court of California, County of Orange, December 14, 2021.

<sup>193</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Officer/Jury Commissioner, Superior Court of California, County of Orange, December 14, 2021.

<sup>194</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Officer/Jury Commissioner, Superior Court of California, County of Orange, December 14, 2021.

<sup>195</sup> Analyst's Office Microsoft Teams Meeting with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, November 24, 2021.

<sup>196</sup> Analyst's Office Microsoft Teams Meeting with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, November 24, 2021.

<sup>197</sup> Analyst's Office Microsoft Teams Meeting with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, November 24, 2021.

<sup>198</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.

<sup>199</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.

<sup>200</sup> Analyst's Office Microsoft Teams Meeting with Adam Byer, Administrator, Jury Committee, Lucille Cooper, Jury Supervisor; and Margaret Birmingham, Judicial Fellow, Superior Court of California, Alameda County, November 23, 2021.

<sup>201</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Superior Court of California, Alameda County, December 17, 2021.

<sup>202</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Superior Court of California, Alameda County, February 3, 2022.

<sup>203</sup> U.S. Census Bureau QuickFacts: Alameda County, California. (n.d.). Retrieved December 10, 2021, from <https://www.census.gov/quickfacts/alamedacountycalifornia>

<sup>204</sup> Jury Duty Overview—County of Alameda—Superior Court of California. (n.d.). Retrieved December 10, 2021, from <http://www.alameda.courts.ca.gov/Pages.aspx/Jury-Duty-Overview>

<sup>205</sup> Jury Duty Overview—County of Alameda—Superior Court of California. (n.d.). Retrieved December 10, 2021, from <http://www.alameda.courts.ca.gov/Pages.aspx/Jury-Duty-Overview>

<sup>206</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Superior Court of California, Alameda County, December 17, 2021.

<sup>207</sup> Analyst's Office email correspondence with Adam Byer, Administrator, Superior Court of California, Alameda County, December 17, 2021.

<sup>208</sup> ALAMEDA – NEW POSTCARD JURY SUMMONS. (2016, September 17). Legal Professionals, Inc. - LPI. <https://www.legalprofessionalsinc.org/alameda-new-postcard-jury-summons/>

<sup>209</sup> ALAMEDA – NEW POSTCARD JURY SUMMONS. (2016, September 17). Legal Professionals, Inc. - LPI. <https://www.legalprofessionalsinc.org/alameda-new-postcard-jury-summons/>

<sup>210</sup> Analyst's Office Microsoft Teams Meeting with Deni Butler, Chief Deputy of Operations and Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, December 9, 2021.

<sup>211</sup> Analyst's Office email correspondence with Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, December 16, 2021.

<sup>212</sup> Analyst's Office email correspondence with Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, February 2, 2022.

<sup>213</sup> U.S. Census Bureau QuickFacts: Los Angeles County, California; California. (n.d.). Retrieved December 10, 2021, from <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045219>

<sup>214</sup> Analyst's Office email correspondence with Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, December 16, 2021.

<sup>215</sup> Analyst's Office email correspondence with Darrell Mahood, Jury Director, Superior Court of California, County of Los Angeles, December 16, 2021.

<sup>216</sup> Analyst's Office Microsoft Teams Meeting with David Yamasaki, Chief Executive Office (CEO), The Superior Court of California, County of Orange, November 22, 2021.

<sup>217</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Officer/Jury Commissioner, Superior Court of California, County of Orange, December 14, 2021.

<sup>218</sup> U.S. Census Bureau QuickFacts: Orange County, California. (n.d.). Retrieved December 30, 2021, from <https://www.census.gov/quickfacts/fact/table/orangecountycalifornia/PST045221>

<sup>219</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Officer/Jury Commissioner, Superior Court of California, County of Orange, December 15, 2021.

<sup>220</sup> Analyst's Office Microsoft Teams Meeting with David Yamasaki, Chief Executive Office (CEO), The Superior Court of California, County of Orange, November 22, 2021.

<sup>221</sup> Analyst's Office email correspondence with David Yamasaki, Chief Executive Office (CEO), The Superior Court of California, County of Orange, December 14, 2021.

- 
- <sup>222</sup> Analyst's Office Microsoft Teams Meeting with David Yamasaki, Chief Executive Office (CEO), The Superior Court of California, County of Orange, November 22, 2021.
- <sup>223</sup> Vieau, Gwen. New Postcard Jury Summons (2014, November 5). The Superior Court of California, County of Orange. Retrieved December 10, 2021 from [https://www.occourts.org/media-relations/current-news-releases/11-05-2014\\_PostcardJurySummons.pdf](https://www.occourts.org/media-relations/current-news-releases/11-05-2014_PostcardJurySummons.pdf).
- <sup>224</sup> Analyst's Office Microsoft Teams Meeting with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, November 24, 2021.
- <sup>225</sup> Analyst's Office email correspondence with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, December 16, 2021.
- <sup>226</sup> Analyst's Office email correspondence with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, February 3, 2022.
- <sup>227</sup> U.S. Census Bureau QuickFacts: San Diego County, California. (n.d.). Retrieved December 11, 2021, from <https://www.census.gov/quickfacts/fact/table/sandiegocountycalifornia/PST045219>
- <sup>228</sup> Jury FAQs | Superior Court of California—County of San Diego. (n.d.). Retrieved December 11, 2021, from <https://www.sdcourt.ca.gov/sdcourt/jury2/juryfaq>
- <sup>229</sup> Jury FAQs | Superior Court of California—County of San Diego. (n.d.). Retrieved December 11, 2021, from <https://www.sdcourt.ca.gov/sdcourt/jury2/juryfaq>
- <sup>230</sup> Analyst's Office Microsoft Teams Meeting with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, November 24, 2021.
- <sup>231</sup> Analyst's Office Microsoft Teams Meeting with Catherine McCoy, Director of Operations, Superior Court of California, County of San Diego, November 24, 2021.
- <sup>232</sup> Analyst's Office Microsoft Teams Meeting with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.
- <sup>233</sup> Analyst's Office email correspondence with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 16, 2021.
- <sup>234</sup> U.S. Census Bureau QuickFacts: San Francisco County, California. (n.d.). Retrieved December 11, 2021, from <https://www.census.gov/quickfacts/sanfranciscocountycalifornia>
- <sup>235</sup> Analyst's Office email correspondence with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 16, 2021.
- <sup>236</sup> Bill Text—AB-1452 Pilot program: Increased fee for low-income jurors: Criminal trials. (n.d.). Retrieved December 11, 2021, from [https://leginfo.ca.gov/faces/billTextClient.xhtml?bill\\_id=202120220AB1452](https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=202120220AB1452)
- <sup>237</sup> Bill Text—AB-1452 Pilot program: Increased fee for low-income jurors: Criminal trials. (n.d.). Retrieved December 11, 2021, from [https://leginfo.ca.gov/faces/billTextClient.xhtml?bill\\_id=202120220AB1452](https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=202120220AB1452)
- <sup>238</sup> District Clerk's Office Statewide Survey on Jury Service. Analyst's Office email correspondence with Aman Ahluwalia, Community and Governmental Relations Administrator, Harris County District Clerk's Office, October 20, 2021.
- <sup>239</sup> Analyst's Office email correspondence with Michael Yuen, Court Executive Officer, The Superior Court of California, County of San Francisco, December 2, 2021.



**The Harris County Commissioners Court's Analyst's Office** provides the Harris County Commissioners Court members with objective, nonpartisan, and timely fiscal and policy analysis related to the efficiency and effectiveness of various County operations.

This report was prepared by Laila Elimam, Analyst.

Commissioners Court's Analyst's Office  
1001 Preston Street, 7th Floor  
Houston, Texas 77002

Main: (832) 927-6900  
Email: [info@ccao.hctx.net](mailto:info@ccao.hctx.net)